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ABSTRACT

An idea conceived by federal volunteer agency director Thomas Rauken in 1979, the Vietnam Veterans Leadership Program (VVLV) was officially launched in November, 1981. The program was scheduled to be federally funded for three years, and thereafter to be privately funded and operated. The VVLV formed a network of veteran volunteers who accomplished the following: (1) the establishment of 47 nonprofit corporations across the country to build the volunteer network, enhance its image, build support, develop employment and training opportunities, aid in small business development, raise funds, and collaborate with other organizations on veterans' affairs; (2) the involvement of about 6,000 veteran volunteers who have given 350,449 hours of unpaid time to help their fellow veterans and to introduce a new, positive image of Vietnam veterans to the American public; (3) the raising of an estimated \$1,208,800 in material donations made through the network's contacts; and (4) the creation of workshops and programs that have counseled veterans on starting small businesses and helped them obtain employment. This book is a history of the VVLV and its accomplishments, as well as its hopes for the future. It is organized in six chapters. The first chapter presents a summary of the program's accomplishments as well as a historical perspective on the program. In the second chapter, the need for such a program is documented; this is followed by a chapter detailing the start-up of the program and project funding. The fourth chapter reports on the projects that were implemented, while the fifth chapter sets the tone for the challenge of the future. The final chapter summarizes the design, approach, and source materials used in compiling the report. (KC)

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AN AMERICAN SUNRISE

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THE VIETNAM VETERANS LEADERSHIP PROGRAM

A History of ACTION's Three-Year Veterans' Initiative

Technical Report

AN AMERICAN SUNRISE
THE VIETNAM VETERANS LEADERSHIP PROGRAM
A HISTORY OF ACTION'S THREE-YEAR VETERAN'S INITIATIVE

TECHNICAL REPORT

ACTION
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SEPTEMBER 30, 1984

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I hope that every American will follow the example of the Vietnam Veterans Leadership Program volunteers and reach out individually to extend a helping hand where needed to all our fine Vietnam veterans. Recognition and appreciation for all they went through is long overdue.

A nation's future is only as certain as the devotion of its defenders, and the nation must be as loyal to them as they are to the nation.

President Ronald Reagan

November 1981

Rose Garden Ceremony Inaugurating the
Vietnam Veterans Leadership Program

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The Vietnam Veterans Leadership Program would like to thank the White House, ACTION, the Departments of Labor and Health and Human Services, and the various committees in Congress that have had oversight for support that made the leadership program possible.

The program's success shows that Vietnam veterans will step forward again to help their fellow veterans and their country. This underscores one of the major lessons learned from the aftermath of the Vietnam war, namely, that veterans who have dramatically and often at great personal cost shown a sense of country during a time of war, are a great national resource in time of peace. Effective use of this resource is crucial to the health of the body politic.

America has always depended on the energy, responsibility and creative, intelligent leadership of its citizens. It is reassuring to know that among those citizens are the three million Vietnam veterans who served their country in the war zone when they were called. Many of them are leaders. The leadership program was successful because of the vision, energy and hard work of the more than 5,000 Vietnam veterans who volunteered to participate in its many different activities. This report is dedicated to them, the living, in memory of those who did not return — those who, having made the ultimate sacrifice serving their country, are not able to participate in its future.

AN AMERICAN SUNRISE

THE VIETNAM VETERANS LEADERSHIP PROGRAM

A. SUMMARY

The Vietnam war is now a part of world history. To participants of that conflict, it seems the war happened a long time ago. The wounds are slow in healing and the lessons to be learned are only now beginning to be discussed by expert commentators. The twenty years between the Tonkin Gulf incident in 1964 and the publication of this report in 1984, for example, is virtually the same length of time separating the end of World War I in 1918 and the outbreak of World War II in Europe in 1939.

Most of the soldiers who fought the American part of the war were very young, at an average age of 19. Most came from working class families. The great majority had high school educations, and there were very few college graduates among the enlisted men in the rifle companies and other combat units. American forces in Vietnam nevertheless were made up of the most educated and best organized soldiers ever put onto the fields of war, according to military statistics and historians.

The large majority of these soldiers concluded their service honorably and returned home successfully, doing well for themselves and for their families. This is the case for all groups including former enlisted men and foot soldiers. While it is a fact that many Vietnam veterans have needed help due to problems associated with their Vietnam experience, more than 80 percent of the Vietnam veterans who came home have made a successful transition back into civilian life and are doing well. One of the leadership program's guiding premises is that the vast majority of Vietnam veterans are now responsible, hard-working members of their communities.

The problems faced by Vietnam veterans — an indifferent or hostile reception upon returning from Vietnam, unemployment and underemployment, negative stereotyping in the media, and readjustment problems — are well known. What is less well known is that most Vietnam veterans are well adjusted, productive and, in fact, embody special leadership qualities much needed in American society in the 1980s and beyond. By 1981, an increasing number of Vietnam veterans were achieving positions of success, responsibility and authority in their personal and professional lives. It was felt that, working together, they could and would extend a helping hand to their less fortunate comrades from the war. In a large measure this has come to pass by 1984, although much remains to be done.

Today, almost one-third of all mid-level management people in the public and private sectors served in uniform during the Vietnam war. The renewal of their identity and self-esteem and their emergence in mainstream

American life has been growing steadily since 1979. Their first priority as a group, once they began to organize themselves, has been to reach out and help those Vietnam veterans who have had and still are having readjustment problems. It all began informally, with quiet advocacy, in different parts of the country. The following sections describe what they have accomplished through an innovative self-help program.

1. A Leadership Program for Veterans

Thomas Pauken, a native Texan, and the Director of ACTION, the federal umbrella agency for voluntarism, conceived the idea in 1979. Along with other Vietnam veterans, Pauken had been invited to attend a reception hosted by the Mayor of Dallas in honor of Vietnam veterans. He saw a large number of people at the reception whom he knew professionally, all successful people in a variety of fields such as business, labor, and government.

What he found intriguing was the fact that he had never realized that they, too, had served in Vietnam. He wondered why those Vietnam veterans who were troubled were always featured so prominently in the media, while this even larger part of the Vietnam veteran population went unnoticed. He realized that such a group of successful veterans could make an enormous difference in people's lives if they could come together again to help.

An idea took form to start a unique leadership demonstration program for Vietnam veterans. Instead of assuming them to be victims and unstable, their tangible, productive qualities would be tapped. Vietnam veterans would be given new, constructive outlets for their desire to help their fellow veterans and to help develop their respective communities. As the idea was promoted in Washington, many people believed that Vietnam veterans would never volunteer again. It is a fact that they did volunteer again, and this report describes how it was done.

The leadership program was personally approved by President Ronald Reagan on July 16, 1981, with a commitment to provide federal government resources as seed capital to develop the Leadership Program concept across the country. On November 10, 1981, the eve of Veteran's Day, President Reagan officially recognized the start-up of the Vietnam Veterans Leadership Program (VWLP) in a Rose Garden ceremony.

By design, the VWLP is a low-budget, fixed duration program that generates a substantial amount of volunteer work to help some truly needy people in American society. Continuous funding by ACTION ends

on September 30, 1984, which gave Vietnam veterans a three-year lead time to become privately funded and operated. The President's remarks at the opening ceremony are presented in Attachment No. 1.

The WLP has received substantial funding from ACTION and interagency agreements with the Community Services Administration, the Office of Community Services, in the Department of Health and Human Services, and the Department of Labor. The WLP has also been working with the Veterans Administration and its outreach centers, the Small Business Administration, locally based veterans groups, and national service organizations. In thirty-six months, Vietnam veteran volunteers achieved the following results in their new national network:

- ° 47 non-profit corporations have been established in 41 states using ACTION funding. The first project was funded on September 24, 1981, and the last project was funded on July 1, 1984.
- ° Although each of the 47 projects across the nation had its own individual priorities, analysis of all activities revealed six general areas that subsume practically all of the goals and objectives in the 47 projects. Many of these areas are not easily quantified. They include building the volunteer network, image enhancement and symbolic support, employment and training opportunities, small business development, fundraising, and collaboration with other organizations on veterans affairs.
- ° More than 1,000 successful Vietnam veterans served a direct role in these corporations as unpaid volunteers and paid project directors.
- ° 5,879 volunteers have stepped forward nationwide to help achieve WLP objectives and projects, and the network is still growing.
- ° These volunteers have given 350,449 hours of unpaid time to help their fellow veterans and to introduce a new, positive image of Vietnam veterans to the American public. The dollar value of this work is \$3,942,551.
- ° In addition to the donation of unpaid time, an estimated \$1,208,800 in material donations was made through the network's contacts, bringing the total value of time and donations to \$5,151,351. This is almost a dollar-for-dollar match for the total \$5,685,795 that ACTION granted to the WLP during the 36-month reporting period.
- ° More than 700 news articles were published on the WLP in 41 states, giving recognition to Vietnam veterans. These were compiled into three books by the national office covering the three-year period 1981-1984. A new image of Vietnam veterans

is being presented that is based on their accomplishments as solid, reliable citizens. The program has also given visibility to their leadership abilities in peace-time situations. Since 1981 the public perception of Vietnam veterans has been changing for the better.

- ° Hundreds of recognition events and ceremonies have been organized in 41 states that lend symbolic support to Vietnam veterans. These have included construction and dedication of memorials, parades, leadership award presentations, state and local government proclamations designating Vietnam Veterans "Week" or Day," luncheons, banquets and Veterans Day memorial services with traditional groups.
- ° 2,943 Vietnam veterans have been placed into jobs in 41 states. In accomplishing this, 24,782 veterans were counseled on employment matters, 11,788 veterans were referred to other agencies for help and to employers for job interviews, and 6,088 job leads were developed. This record becomes more impressive when it is taken into consideration that employment was not the only goal or sole activity of the leadership program, and that a typical WLP placement was at a wage level above that of the typical placement made by other government employment services. If allowance is made for the fact that a program takes about six months to become effective, the average number of placements per month would increase statistically.
- ° The WLP's SBA workshops and programs have counseled approximately 2,000 veterans on small business opportunities, helping many of them realize the American dream of owning and operating their own business. The Atlanta Office of the Small Business Administration has reported that Vietnam veterans have secured nearly \$12 million dollars in small business loans during the ten month period ending on August 1, 1984.
- ° In all, 118 loan applications were submitted to the SBA in Atlanta, between October 1983 and August 1984, by Vietnam veterans. Forty-seven were approved under the Guarantee Program at an average of \$200,400, while 26 were approved under the Direct Program at an average of \$98,700. Approximately 20 percent of these loans were secured under a Direct Loan Program funded by Congress. The other 80 percent were funded through a bank-assisted Guarantee Program.
- ° A review of WLP private fundraising activity reveals that many successful "special-event" approaches have been used, raising \$356,500 in cash donations to date. In all such endeavors, the use of volunteers has been a key factor. Experience in getting grants from state and local governments, and foundations has been dependent upon the cost-effectiveness of the program, benefits to the community, volunteer contributions, and the low proportion of funding utilized for administrative expenses.
- ° The WLP has worked to increase veterans' acceptance of traditional benefit and service providers, and to improve the services being rendered. It has worked cooperatively with the White House, Congress, a number of Federal agencies, Veterans Service Organizations, and state and local agencies.

- ° The cost of field operations for all projects came to \$4,991,910, or 87.80% of the three-year total. The cost of national headquarters was \$693,885, or 12.20% of the total funds expended. The average monthly cost for all 47 projects in the national network was \$138,664. Individual projects cost \$106,210 on average during the 36-month period putting in an average of 22.4 months of operations.
- ° Nationally, the WLP network is helping implement new federal job programs. The Job Training Partnership Act, for example, makes provisions for services that are exclusively for "Vietnam era, service-connected disabled veterans and recently separated veterans." At least ten WLPs have been awarded grants by the Department of Labor with about 15 more still pending as of August 10, 1984. Among the WLPs to whom JTPA grants were awarded were New Mexico, Georgia, St. Louis, Maryland, Louisiana, Kentucky and New Jersey.
- ° The national WLP network supports the Emergency Veterans Job Training Act, which is more in line with the program's assessment of Vietnam veterans' employment needs. At a minimum, WLP services for JTPA and EVJTA clients consist of outreach, assistance with acquisition and preparation of necessary forms, review of work history to determine job skills and potential, and referring veterans to employers and job services if necessary.
- ° One of the major, potential contributions to be made by the national network is to relocate veterans to more suitable jobs in different regions. This type of service is urgently needed for veterans who live in regions of high, chronic unemployment which results in large numbers of displaced and dislocated workers. This networking has already taken place between a few of the WLPs, and the national WLP recently submitted a proposal to obtain Department of Labor support to establish a network among many states.
- ° Perhaps the most important contribution is the example that these veterans are setting for the next generation. While leadership programs have gone a long way to bring Vietnam veterans into the mainstream of American society, they have not gone far enough. There is a need to go beyond veterans issues and deal directly with issues of leadership at all levels of American society and in all areas of societal concern. This generation of Americans, almost 3.0 million of them veterans of the

Vietnam war, are now approaching middle age. This is the generation of Americans that must begin to take on the awesome task of leadership in a troubled world.

The purpose of the WLP's work is to encourage leaders among Vietnam veterans to act as volunteers in their communities helping fellow veterans in need. They volunteer their time, talents, energy, and often their own money to help veterans find jobs, start small businesses, and, when, necessary, they refer veterans to appropriate agencies and professionals for assistance in resolving special problems.

At the same time, the new network of volunteers faces the challenge of explaining who they are, what they do, and why other leaders and community organizations should pay attention to it at local, state and national levels. In meeting this challenge, Leadership volunteers, organizing themselves as community-based groups, have open-ended opportunities for expanding their network, and for developing their management, policymaking and political skills.

Each corporation's board of directors, staff, and community-based network consists primarily of Vietnam veterans who are now in positions of leadership in industry, commerce and government. The boards of directors and advisors in each local area, for the most part, also represent the major veteran groups, veteran service organizations, as well as a cross-section of community leaders.

2. Historical Perspective

Vietnam veterans share a profound sense of the changes their country has experienced during the past twenty years. They served their country with pride and accepted the pain and anguish that came with a war they did not start. Today they are getting on with their lives, and with the business of leading America into a new and promising future. The American experiment in democracy continues. Their record in having served that democracy, when called, reaffirms their loyalty to that democracy.

No one has really forgotten the Vietnam war. It was this nation's longest war, becoming part of everyone's daily lives. It took shape on principles that had evolved during the 200 year history of the American Republic. While memories may fade, and time may heal all wounds, the principles still stand at the core of American government and consciousness. An historical perspective on national values from the viewpoint of the 1960's is presented in Attachment No. 2.

The members of the Vietnam war generation had all been raised and educated on America's revolutionary beliefs and ideas. They shared in the early 1960s a sense of unity, pride and confidence in the nation's apparent

purpose and identity. The Vietnam war and its aftermath created conflicts and problems, but the experiment in democracy has survived and renewed itself. Thomas Jefferson anticipated in 1801 this type of process for America's then newly created constitutional form of government:

"Let us, then, with courage and confidence pursue our own Federal and Republican principles, our attachment to union and representative government..."

"These principles form the bright constellation which has gone before us and guided our steps through an age of revolution and reformation. The wisdom of our sages and blood of our heroes have been devoted to their attainment. They should be the creed of our political faith, the text of civic instruction, the touchstone by which to try the services of those we trust; and should we wander from them in moments of error or of alarm, let us hasten to retrace our steps and to regain the road which alone leads to peace, liberty, and safety."

Those young Americans who served in the Vietnam war constituted only a small minority of their own generation. Edward Timperlake, a former national director of the WLP, and currently Director of Mobilization Planning and Requirements with the Office of Secretary of Defense, described what happened from the viewpoint of American history:

"Vietnam veterans served when their country called, as have Americans in all previous wars, and, without a doubt, as they will do again if called. It was the political beliefs that were held by participants in the American constitutional form of government at that time—the Republic of Jefferson and Lincoln—that sent Americans to serve in Vietnam. They stepped forward and by so doing reaffirmed their beliefs in defending America and its system of government — including the freedoms enjoyed by those who protested the war, especially for those who protested. There is no other society on earth today where they could have done what they did without restriction."

"The experience that binds Vietnam veterans together is the common bond of service to one's country during very difficult times. Their sense of service to country that they proved — and the price they have paid — has long been recognized as the bricks and mortar in the foundation of the American democratic form of government, fundamental to its very survival."

More than any other Americans, Vietnam veterans lived in Southeast Asia and saw how decisions made 10,000 miles away had real consequences for them and the Vietnamese people. Both were most affected by those Washington policy decisions. American soldiers also witnessed a media interpretation that was often at variance with their own experiences in Vietnam. The protests at home raised doubts. Indeed, the Vietnam war was one of that generation's most troubling experiences.

In that context, during the war, American soldiers learned the value of teamwork. Their very survival depended on the help and cooperation they extended to one another. The intensity of that experience created a powerful bond among them, forged on the battlefield and in the common service of American armed forces worldwide. They developed a respect and concern for comrades that is still uncommon among the broader population in the same age groups.

Nevertheless, upon their return home, Vietnam veterans found themselves isolated and unwelcomed, and plagued with a negative stereotype that they were unstable, dangerous, or at best, victims. This impeded their return to mainstream American life, and made it even more difficult for them to catch up in their careers and education with those who had not served. A perplexing situation confronted all returning veterans. For example:

- ° Grace Marie McAlister, Air Force Staff Sergeant with the Army's MACV Adjutant General in Vietnam, one of 8,000 women to serve in Vietnam, and today the Administrative Officer for National Security Affairs, Office of the Vice President:

"When I returned, people looked at me like I was crazy. But I had wanted to do it and feel lucky to have done it. When I learned about the leadership program, my reaction was immediate. What can I do to help here?"

- ° Dr. Luis Sanz, M.D., a combat medic in Vietnam in 1968 with the 29th Evacuation Hospital, and today full time faculty member practicing obstetrics and gynecology at Georgetown University:

"For a long time it was a striking thing to me that soldiers could go through what they went through over there and not get any credit for it at all when they got home. It was frustrating to be one day in a place where people are dying all around you and the next day be in San Francisco where life is going on as usual and to have no real acknowledgement of that. It's important to make the distinction that the problems of that time were political but the soldiers who served were not."

- ° Jock Nash, Marine Infantry platoon Commander in Vietnam in 1970-1971, and now Chief Counsel and staff director of the Subcommittee on Regulatory Reform, Judiciary Committee of the United States Senate:

"The first thing many of us discovered when we returned from Vietnam was that we were only a small part of things. Most people had stayed home, gone to school and advanced in careers. In very real terms we lost five years and they were crucial to us. Every Vietnam veteran needs to be recognized. They should not have to continue to sacrifice. Give them a boost. Hire them, promote them, engage them in discussions. Just tell them that they are in fact appreciated and let them know that they have friends to help them."

- ° Leo Thorsness, pilot and prisoner of war in Hanoi after being shot down, Medal of Honor recipient, and now an executive at Litton Industries:

"When the prisoners came home, we were treated very well. Quite the contrary is true of the way the other Vietnam veterans were treated. I feel a debt to them, as well as to those who are still listed as missing in action. Even for those of us who have adjusted - who are doing okay, raising our families - there are still things left to be done. The VLP gives us an excellent means of wrapping up the unfinished business from the war by helping veterans who survived and remembering those who did not make it home."

The recent interment in May 1984 of the Unknown Soldier who had served in Vietnam provoked a question as to whether that burial signified the final chapter for Vietnam veterans. President Reagan in speaking at the last national VLP training conference in March 1984, commended the leadership program for its "energy, resourcefulness, and spirit of independence." The President thanked all Vietnam veterans for continuing to work to build a stronger America, "steadfast and loyal" to the principles for which it stands. These principles are long-lasting and, based on them, the work of the leadership network is long-lasting and forward-looking. Vietnam veterans have emerged from the Vietnam conflict as a major human resource in the United States, and they will help determine future outcomes in American society as have veterans of all previous wars. Because of this, the burial of the Unknown Soldier from the Vietnam war will not be the final chapter.

Abraham Lincoln spoke on another somber, thought-provoking occasion near the end of the American Civil War in 1865. In his Second Inaugural Address, 119 years ago, Abraham Lincoln said:

"With malice toward none, with charity for all, with firmness in the right as God gives us to see the right, let us strive on to finish the work we are in, to bind up the nation's wounds to care for him who shall have borne the battle and for his widow and his orphan - to do all which may achieve and cherish a just lasting peace among ourselves and with all nations."

B. A NEED FOR ACTION

1. Unmet needs

As Americans, Vietnam veterans are striving in 1984 to better themselves and their communities. They have gone to college, worked their way up career ladders, started businesses, and became doctors, lawyers and artists. They have families, mortgages and plans for the future. They belong to churches, professional associations, civic organizations and a wide variety of special interest groups that are active in American society. With each year there are fewer distinctions between Vietnam veterans and their non-veteran peers.

In the late 1970s, however, a gap still existed between where Vietnam veterans were in society and where they should have been in comparison with their peers who did not serve in the military. The task was to decide how to get these veterans from where they were in 1979 to a point where they wanted to be later in the 1980s. A broad consensus slowly formed that a variety of steps needed to be taken, but with an emphasis placed on economic advancement.

Among the full panorama of human needs, the following unmet needs stood out as being within reach of VWLP capabilities:

- ° Overcoming a lack of unity among Vietnam veterans, by building a national leadership network that focused its energies on taking constructive actions.
- ° Countering false and misleading images in the mass media, and providing symbolic support for the full array of veterans' recognition events nationwide.
- ° Helping under- and unemployed veterans find good jobs at decent wages that have career potential.
- ° Giving direct technical assistance to put veterans into business, and to help them expand and diversify their business interests.
- ° Raising funds to be used to accomplish network objectives at local, state, regional and national levels.
- ° Referring veterans to all veterans service organizations and agencies, encouraging them to take full advantage of benefits and services, although, the VWLP did not seek to provide direct professional services of a clinical nature.

In general, a number of studies were conducted in the late 1970s and early 1980s, including several done for the Veterans Administration, that examined a wide range of issues and problems related to veterans' readjustment. One of the general policy considerations that emerged from this research was a recognition of a basic need to give encouragement and support to Vietnam veterans.

A significant support system was developing for Vietnam veterans at the same time. By the late 1970s, for example, the Veterans' Administration had rehabilitation services as well as 90 outreach centers nationwide. The Department of Labor had Targeted Technical Assistance initiatives providing a range of services from training and education to legal services and family services. The Disabled American Veterans (DAV) had special counseling activities underway in approximately 100 communities, entirely funded and operated by the DAV. The Job Service had Local Veterans' Employment Representatives (LVRS) and Disabled Veterans Employment Representatives (DEVOPS). Due to the complexity of the national situation, however, there was still a missing element, something to reinforce what was already being done from the viewpoint of the entire Vietnam veterans community.

From the outset, the WLP did not attempt to duplicate these existing services. Instead it set out to make the entire range of services more cohesive and effective for individual veterans, by bringing veterans and service providers together. The WLP also sought to develop access and influence in the private sector and with key decisionmakers — factors that are often critically needed in order to make programs work that are designed to help veterans return to society quickly and successfully.

Although the evolution of veterans programs spans a period of well over 50 years, the diversification of veterans services is a relatively recent phenomenon which has coincided with, and is the result of, the growth of social welfare, training, and employment programs since the late 1950s. For many years, the Veterans Administration was virtually the sole federal provider of veterans services, except for a small employment program in the Department of Labor. To date, the general public still perceives the Veterans Administration as the only major provider of services to veterans.

The growth of social programs, particularly those administered by the Departments of Labor and Health and Human Services considerably broadened the range of services available for veterans. While veterans were sometimes initially targeted under these programs for emphasis, more often these programs added Vietnam veterans as a target group only after their readjustment problems became a matter of public concern in the late 1960s and early 1970s. Most importantly, these new social programs increasingly tended toward community operation and control as they evolved, thus creating complex community social services networks and spawning numerous community service delivery agencies designed to serve specific client groups. Partly because Vietnam veterans as a target group were a late entry into these programs and partly because their problems were poorly understood, a community-wide, coordinated network of services for Vietnam veterans failed to come together.

The economic recession made the situation more difficult for Vietnam veterans. The American workforce has been undergoing a period of fundamental restructuring from manufacturing to service related jobs. This has resulted in the permanent loss of hundreds of thousands of jobs held by veterans that have been part of the economy for thirty years. Neither veterans readjustment programs nor public employment and training programs anticipated let alone addressed the loss of millions of working class jobs and the need to train and retrain workers for careers of the future in a rapidly changing laborforce.

All Vietnam veterans should take notice of these changes. Over the next thirty years (the work life of the average Vietnam veteran) the American workforce will change as radically as the transformation brought about by the industrial revolution in the late 19th century. Almost every industry, not just manufacturing, will be affected by robotization and technological innovation. Banking, communications, insurance, transportation, health care and recreation industries have already changed radically in the past decade.

There will be more jobs in the future than there are today. However, many of the new jobs will be very different from current jobs. The greatest impact of technology will be on blue-collar working class manufacturing jobs of today, many of which are held by veterans. Because many Vietnam veterans are still behind in comparison to non-veterans their age because of seniority, Vietnam veterans will be more susceptible to this technological displacement.

These problems face the approximately nine million Americans who served worldwide during the Vietnam war from 1964 to 1975. Of that nine million, about 2.7 million, or nearly one in three, served in the war zone itself. Some 99 percent of the total number were men. The great majority of Vietnam veterans are now in the 30 to 39-year-old age group. This is the group that bore the brunt of combat service to the nation. Most of them celebrated their 21st birthdays between 1964 and 1969. A two year tour of duty at that point in their development caused in actuality a three-to four year disruption in their lives. The average term of service was approximately 3.5 years, and these men today are particularly vulnerable to job losses because of their lack of seniority.

The following profile of an unemployed Vietnam era veteran, for example, was compiled ten years after the war. It is based on a survey of approximately 5,000 Vietnam era veterans conducted by the Pennsylvania American Legion between April and June 1983:

"The unemployed Vietnam era veteran in Southwestern Pennsylvania is approximately 37 years old, married with two children, and has a mortgage. He has been a stable employee, having held the same job for at least five years. Equipped with specialized job skills and a high school education, he feels competitive in the job market. He needs \$800 a month to pay his basic bills, and unemployment compensation is running out.

"Veterans as a group cannot be characterized as hard core unemployed. They are cyclically unemployed. Their current economic situation is a result of the economic policies of the government and business. They are caught in a changing economic climate during which planners and developers are attempting to bring new business and industry to an area that has previously been dependent on the coal and steel industries for economic security.

"As a group, these veterans represent a valuable pool of highly productive labor. It is obvious that for some veterans, a call back to their previous employment is imminent, however for many others retraining for the new economy is the only answer."

The employment problems that many Vietnam veterans have are not the result of their shortcomings or inadequacies. The typical veteran being helped by EVJTA, for example, is often an economically displaced worker or a person with significant work experience and formal training under the GI Bill who, for numerous reasons, has been unable to find or maintain an appropriate career. Vietnam veterans are better educated for example, than any other significant segment in the American society.

One of the continuing greatest needs is to help veterans find better jobs and business opportunities. Concerning employment, Vietnam veterans often fell three to four years behind their non-veteran peers, but now they are catching up. Concerning business opportunities, statistics illustrate that the average American makes the decision to go into business between 36 and 40 years of age. With a large core of Vietnam veterans between these ages, the need for special assistance with small business development becomes paramount.

In June 1984, veterans unemployment in the 35-39 year old cohort range remained lower than that of non-veterans but unemployment among younger veterans still far exceeded the rate of non-veterans the same age. This indicates that Vietnam veterans are catching up economically with their non-veteran peers, although help is still needed. Problems of intermittent and underemployment need to be addressed as much as unemployment. A strong impression also exists in the national VLP network that too many Vietnam veterans are faced with low paying, entry level type jobs that do not meet the needs of adults who are approaching 40 years of age with families and other obligations.

While providing veterans with information on how to succeed in employment, training, and job search is important, the VLP has found it more important to motivate the veteran to use information and the resources available to them. All too often unemployed veterans are provided with an enormous amount of valuable information which they cannot effectively use or are afraid to put into practice in the actual job search or employment situation. In addition, unsuccessfully seeking a job is a disheartening experience for almost everyone. It is more so for many veterans when they realize that few public training and placement services have career opportunities commensurate with their abilities, aspirations, and the income needs of their families.

It is now widely recognized that "real" retraining opportunities must be provided to many Americans, including veterans. It is essential to the success of any new jobs programs such as the Emergency Veterans Jobs Training Act, (EVJTA) that these veterans be freed from the social welfare system, and that their initiative be rewarded. This approach gives them a positive outlook towards themselves, their employment future, and their prospects for success. In practice, their actual success ultimately benefits society.

For the first time Vietnam veterans now are seeing national respect and recognition being given for their military service. Often the veterans' military training and experience itself may be one of the best points for both veterans and employers to relate to in the context of training and job interviews. All veterans by virtue of the technical and professional occupations in the military received training far exceeding those accorded by public sector employment and training programs. Military recruiting efforts today have developed this positive identification even further, through the "Be All You Can Be" and "Aim High" campaigns that emphasize military occupational training.

On August 15, 1983, President Reagan signed into law the Emergency Veterans Job Training Act of 1983. This program is potentially the most significant employment and training initiative ever developed for Vietnam veterans. It

gives the VVLP an opportunity to assist employers in developing jobs and training, and matching veterans to the most relevant career and training opportunities. The EVJTA is a veterans employment program designed for the unique needs and potentials of Vietnam era, Korean war, and disabled veterans, and to accord them training for permanent career opportunities commensurate with their abilities, aspirations, and income requirements of their families. The program provides \$300 million over two years for training veterans in occupations requiring the use of new technological skills or in occupations where demand for skilled workers exceeds supply. The EVJTA will provides up to \$10,000 per veteran in on-the-job training or institutional training directly related to needed job skills. Unlike previous programs that paid allowances to veterans, the EVJTA pays subsidies directly to employers to cover costs of training and lost productivity as the veteran acquires job skills. The subsidy is half of the veteran's starting wage for the period the veteran is in training up to nine months for nondisabled veterans and fifteen months for disabled veterans.

There are precedents for treating veterans in this manner. America faced a similar challenge, although without the negative image problem, forty years ago with the prospect of having to integrate fifteen million veterans from the Second World War into the civilian work force. The response to that challenge was one of the most significant pieces of social legislation in history — the World War II GI Bill. The act provided education, training, and employment assistance to nearly seven million veterans, phasing them into the economy with the skills necessary to facilitate the greatest economic and technological growth in America's history. The GI Bill revolutionized higher education, expanding college-level training programs by 300 percent between 1945 and 1950, making a college education possible for almost every middle class family after 1950.

The federal government also had home financing guarantees and arrangements through which the returning veterans became eligible to buy homes. These programs stimulated a mass, upwardly mobile movement of veterans and their families at that time into America's rapidly growing suburbs. They moved into new homes accessible to new jobs via new automobiles—into a lifestyle that was based on the new technologies of that time. These various measures brought an entire generation of veterans into mainstream American society and benefited that society in ways that far exceeded the costs of the original programs. This approach should be considered and adapted to new circumstances whenever large numbers of Americans serve in uniform.

Despite the negative media stereotype of them that became so popular in the 1970s, the vast majority of Vietnam veterans have returned home from military service, coped with re-entering mainstream American life and its competition, and adjusted well. J. F. Morrissey, Editor of the Illinois VVLP newsletter, described the attitude among Vietnam veterans as follows:

"As Vietnam veterans we have pride in serving our nation. We again choose to serve our nation by assisting our fellow Vietnam veterans in developing career opportunities, education goals and resolving medical

and stress problems. We choose to address these issues, our service in Vietnam and our values as citizens in a positive and constructive way."

Another view of Vietnam veterans' attitudes concerns their service. According to a poll take by Louis Harris and Associates in 1981, for example more than 70 percent of veterans who served in Vietnam, including those who experienced heavy combat, in retrospect, feel glad that they served their country. This underlying attitude among veterans became the basis for a new and complimentary approach to the issue of veterans readjustment.

The opportunity in 1981, in the absence of a massive federal program, became one of building on the positive attitudes, strengths and successes among the majority of Vietnam veterans in order to find innovative ways to bring support and encouragement to all Vietnam veterans. The Vietnam Veterans Leadership Program became an important part of that process. Building on a sense of pride in having served the nation under difficult circumstances, Vietnam veteran leaders began helping their fellow veterans find grounds for self-respect in past service and in volunteer service today. The VVLP's volunteers have sought to achieve the following two objectives:

- ° Working as catalysts nationwide at various social and economic levels, cooperating with existing agencies to help veterans. The intent has been to give supporting services to help veterans recognize and realize their abilities, aspirations and potentials.
- ° Aiming to encourage all veterans to offer their talents and services to the broader community as well as to one another.

These two objectives are consistent with a broad stream of beliefs that has flowed through all generations of Americans except in the recent past. Vietnam veterans were born and raised in the 1940's and 1950's. They were influenced by the full stream of traditional American beliefs that had been reinforced with victory during the Second World War, about freedom, equal opportunity, idealistic matters of conscience, and that "progress" is an American birth-right. Each new generation of Americans was supposed to be better off than their parents. This attitude can be observed among Vietnam veterans, as is illustrated in the following quotes:

- ° Rick Eilert, a writer in Chicago, Illinois, and former program director of the Chicago VVLP, served as a marine rifleman with the 3rd Battalion, 26th Marines. He was grievously wounded in an ambush in 1967, and underwent 40 operations to repair the damage done by his wounds. William Morrow published his award winning book on his experiences in 1983, called For Self and Country:

"The 'veterans' movement is more now than just helping veterans. It's helping the whole community. The community has seen that we're a major resource they can go to, and since over nine million of us served in uniform during the war years, this can only make for a better society in the years ahead."

- ° Mary Lou Keener, a practicing attorney in Atlanta, Georgia, served as a staff and charge nurse on the U.S.S. Repose, a naval hospital ship stationed off the coast of Vietnam during 1968-1969. Since then she has served as a reserve officer in the U.S. Air Force Nurse Corps. She is the first woman Vietnam war veteran to assume elected leadership as Chairwoman of a Vietnam Veterans leadership Program:

"As a Navy nurse, I had the opportunity to serve my country with pride in the American values I've held since childhood. The Vietnam Veterans Leadership Program had given me another opportunity to serve and to take the initiative in getting things done."

- ° Chuck O'Brien, a practicing attorney in Philadelphia, Pennsylvania, and former Chairman of the Philadelphia VVLP, served in 1970 as a platoon leader with the 9th infantry Division, airborne and ranger qualified. He fought in Cambodia, was wounded and lost part of his leg. In July 1981, he was a member of the first group of handicapped people to reach the summit of Mt. Rainier. The group returned from the mountain on Independence Day and received national recognition for their climb, including honors bestowed by President Reagan:

"I've emerged from the experience with a positive attitude. I went on to teach skiing to the handicapped in New England. We put a lot of emphasis on restoring confidence in physical ability. But I am not unique. The spirit of voluntarism and dedication to duty is a common thread among Vietnam veterans. They are disciplined, generous and cooperative under pressure. I believe that the same forces that caused persons to serve honorably in Vietnam have caused them to emerge and assist the leadership program. In fact, that has been our experience in Philadelphia. We have no problem in identifying Vietnam veterans who are successful in all areas of the private sector. We have learned that they are very anxious to assist us in any way they can."

- ° Mark Treanor, partner in a private law firm in Baltimore, Maryland, graduated from the naval Academy in 1968 and served with the 1st Marine Division as a rifle platoon commander in Vietnam in 1969-1970:

"Baltimore was the original site to test the WLP concept. It is at the heart of a population that includes nearly one hundred thousand Vietnam veterans. Many of those men are an untapped source of quiet leadership, self-sacrifice and patriotism which we can put to good use now. Baltimore was an excellent place to start because it is on the move, at the forefront of the revitalization of American cities. It combines a business community having a sense of leadership and public spirit with a diversity of multiple ethnic and social groups, each of which has its own community and public spirit. Vietnam veterans are a part of

Baltimore's future and we haven't forgotten them. We have no desire to debate the merits of the war. We do want to use whatever talents we have to help those men who did serve their country. The Vietnam Veterans Leadership Program gave us that opportunity to overcome any tendency to forget, and we have been helping a lot of our comrades as a result."

- ° Jim Webb, Assistant Secretary of Defense for Reserve Affairs, attorney, and author of best selling books Fields of Fire, A Sense of Honor, and A Country Such As This, graduated from Annapolis in 1968 and served as a Marine company commander in Vietnam, where he was twice wounded:

"Essentially there has been a misconception about the upside of the people who served in Vietnam. They are very strong people. With the Leadership Program we have an opportunity to make these veterans visible to the public. My greatest concern is how a society views itself and what values this society is passing down to the next generation. We are in a watershed time in this country. I think people are starting to look around for new answers and when they look around for new answers they're going to be looking for new role models. I think what people are going to be looking for are individuals who have manifested a sense of country."

2. The National Interest

Alone among all the great countries of the world, the United States is an amalgam of the world's various ethnic backgrounds. Its climate and geography vary greatly. It has no ancient monarchy or traditions to bind its citizens together except for its own revolutionary history and democratic principles. One of the most dramatic examples of the type of nation-building that constantly occurs is the shared experience of military service. In this country today, some 28 million Americans share the experience of having stepped forward, raised their right hands and recited the same oath of allegiance. Some nine million of them took that oath during the Vietnam war. In doing so, they gave of themselves to renew, to continue in the ongoing creation of their country, and to share the same sense of a common destiny. America is fortunate as a nation that they served when called, and that they have not lost faith in America.

The reception given Vietnam veterans hampered their full and quick return to mainstream America, and delayed their making full contributions to society. The social cost of such societal mismanagement was too high, and should never be allowed to happen again to a generation of American veterans. Veterans are one of the nation's greatest resources, too valuable to neglect. Fighting a war incurs a responsibility to the Americans who serve, to their wise and successful deployments during the war, and to their successful reintegration with society after the war. If veterans are not helped after a war, society itself loses from uncounted lost opportunities.

In January 1983, at the second national WLP training conference in Washington, D. C., President Reagan defined the basic perspective as follows:

"Let me repeat a pledge that I made before. As long as I can help it, no one will ever again be asked to fight for their country unless it's for a cause that our country is determined to win."

One year later, on March 1, 1984, at the third national training conference, at a two hour reception held for 800 WLP participants in the East Wing of the White House, President Ronald Reagan addressed the issue of what is needed to bring veterans back into society:

"First of all I want to say we're delighted to have you here at the White House and to thank you for your efforts in the Vietnam Veterans Leadership Program. You know, this is the third time I've addressed you and each time your numbers have grown. That's just one of the signs of success brought about by your dedication and selflessness.

"Through service to the Nation during the Vietnam war and through ongoing volunteer efforts like this one, you are, as Vietnam veterans, working to build a stronger America. Believe me, your ideal of service, of giving of one's self for the good of all, is both respected and encouraged.

"I'd like to return to something I said when this program was inaugurated in November 1981. At that time I said, 'A Nation's future is only as certain as the dedication of its defenders, and the Nation must be as loyal to them as they are to the Nation.'

"Over a decade ago when battle raged across Vietnam, many of you here in this room were fighting--steadfast and loyal--for your country and the principles for which it stands. Today, once again, you have stepped forward when your country called, demonstrating that same loyalty and sense of commitment. On behalf of your fellow veterans and all Americans, I want to thank you."

There are acceptable and successful ways to manage the issue of bringing soldiers home from a war. It is an American tradition to honor openly their sacrifices, give them preference in jobs and other productive roles in their communities, and encourage them to pick up the pieces of former lives and get on with the business of creating America's future. No large bureaucracy can do this — only the American people can do this for veterans newly returned from a war. Government programs assist the process.

Another way to manage the re-entry process for veterans was demonstrated by the self-help approach that was used successfully by the WLP from 1981 to 1984. It fits in with traditional American practices and can be counted on even when traditional practices fall short. The reason for this is that self-help rests in the bond of mutual trust and help that exists between fellow comrades. It does not die upon the soldier's return home.

The WLP's commitment to service, and its positive, forward-looking behavior, will affect national defense in perhaps a modest, but direct way. By affirming the integrity of military service during the Vietnam war, the network helps to restore a national perception that military service is an honorable calling, a basic form of service to be highly regarded.

Vietnam veterans have the opportunity now to continue their work and enhance their future roles as leaders in the building up of America. They are in the same position now that veterans of all other wars have found themselves in after the homecoming — that they must help guarantee continuity in American leadership that has been tempered by the values that they hold sacred. Those values are service, patriotism, sacrifice, and a firm belief in the principles for which this country stands. Vietnam veterans are showing that their service is tempered by their experience in war and that they have a deep concern for public decisions that can impact on many lives, whether in war or in peace time.

The leadership approach to self-help among veterans has been consistent with this perspective on the national interest. Vietnam veterans were asked in 1981 if they wanted to work together in order to help others and to improve the quality of life in America. The response was overwhelming. The true source of energy for their work has been to change things for the better — as leaders who also happen to be veterans.

The network provided a way to bring veterans successfully back into society ten years after the end of a long war that had created complex and often bitter conditions that had left some veterans refugees in their own society. But this success was no surprise to the veterans themselves, as the following observations indicate:

- ° Samuel W. Bartholomew, a partner in a law firm in Nashville, and former chairman of the Tennessee WLP:

"I was disturbed at the politicization of the war. I felt then and still do that without a united will we don't have much ability to accomplish the goals we've set as a nation. The Leadership Program is vital to the three million veterans who served in Vietnam. It's time now for us to come out to the front, again. We form much of the nucleus that is the country's future leadership."

- ° John Cummings, Chairman, Northern California WLP:

"Those of us who went to Vietnam did what was required of us as citizens of this country. We couldn't understand the unfriendly reception we got when we returned — we did what we were supposed to do but then, suddenly we were bad guys the eyes of the same society that sent us overseas. I kept asking myself, "How did this happen? What's going on here?" In this day and age, I do not believe that confrontational-type politics solves anything. It serves to create new problems that our constitution was designed to resolve through peaceable means with due process. The leadership program has given me an opportunity to do

what I do best — persuade people that Vietnam veterans are OK. The public's acceptance of this is a part of the healing process that is taking place."

- ° David Szumowski, Program Director, San Diego WLP:

"All a veteran wants is a "Thank you." People have stood up and called us names, but remember, it was people like us 200 years ago who gave them the right to talk to us like that. We had better hope there will always be people like us around. As program director in Southern California, I've been able to see that the sacrifices made by Vietnam veterans are acknowledged. I want the American people to know, and I think I'm speaking for other veterans as well as for myself, that I am proud to have served. What I lost when I was wounded and blinded was given in the cause of the principles of freedom."

- ° William Jayne, National Director of the VVLP in Washington, DC:

"A sense of responsibility—both for one's own personal actions and in the larger sense which includes a general regard for others in the environment, a sense of responsibility which might better be called good citizenship—is characteristic of all these veterans.

"Vietnam veterans get involved. They are governors, state attorneys general, state treasurers, state legislators, police chiefs, and Congressman. They have held high offices in both Democratic and Republican administrations.

"They are artists, authors, union leaders, college professors, journalists, doctors, lawyers and businessmen. They get involved and they are leaders because they accept responsibility for their own actions and are willing to take the chances of leadership to manifest their own sense of integrity.

"These veterans have not sought to divorce themselves from their wartime experiences. Neither do they see themselves as victims, dupes or villains. Rather, they have accepted responsibility for their actions as free citizens and have achieved a great deal personally and in the wider arena of public life. They are a great resource."

- ° Thomas Pauken, Director of ACTION in Washington, DC:

"We may not yet comprehend the full meaning of that common experience which Vietnam veterans shared, which somehow binds us together in spite of our disparate backgrounds and viewpoints. Yet I am certain of one thing—there is no better way to insure that those who gave their lives for our country will not be forgotten than for the returning veterans to demonstrate that we are capable of exercising the kind of leadership so badly needed in America today."

C. TAKING THE INITIATIVE

1. Vietnam Veterans Step Forward

The WLP is one example of the traditional American spirit reasserting itself. Its growth from an idea in 1981 to its reality in 1984 became possible largely due to a remarkable phenomenon that has been unfolding since 1979 — a rebirth of pride in America that began occurring in earnest after the American hostages were released from Iran in 1981. The phenomenon gained momentum in 1982 with the National Salute to Vietnam Veterans in the nation's capital, at which time these veterans dedicated their national memorial in the Washington Mall to their war dead and missing in action, and held their long-delayed, much needed, national "home-coming" parade down Constitution Avenue.

On July 4, 1983, President Ronald Reagan said:

"We should all pause to reflect on the importance of this day. There is an indomitable spirit in America....one that has been with us since the foundation of the nation and continues to be a driving force in assuring that our country remains free and independent. That spirit is nowhere more evident than in the inherent American willingness to volunteer... volunteer in a constructive and meaningful way to give our neighbors a hand up when needed. That's the spirit behind the Vietnam Veterans Leadership Program."

The positive era of the Vietnam veteran has just begun. America is only now beginning to feel the impact of this very special segment of its population. Leadership at all levels of our country today reflects the impact of these veterans' participation. It is moving, a dynamic force, growing in its importance daily.

Who are these Vietnam veterans? Why have they stepped forward to set up a self-help program for themselves? The following profile of the Vietnam generation of veterans answers these questions:

- ° During the Vietnam war era, 1964-75, some 9.0 million American men and women served worldwide in the U.S. Armed Forces. Of this number, about three million actually served in the Vietnam Theater of Operations, which included North and South Vietnam, Laos, Cambodia, Thailand, and surrounding waters and airspace.
- ° The burdens of war in Vietnam were borne by a particularly young class of individuals. The average age of an American soldier there was nineteen, as compared with twenty-six in World War II. Moreover, despite the myths, the great bulk of military duties in Vietnam were carried out by volunteers. Only 25% of American military personnel "in-country" were inducted.

- Some 80% of the military men and women who served in Vietnam held high school or higher degrees, making them the best educated military force that has ever gone to war for the United States. Today, ten years after the war, they continue to develop and use their talents and skills, and increasingly demonstrate this in public service, volunteer work, and community leadership.
- And although the overwhelming majority of Americans in the military were male, some 8,000 women served in Vietnam, most of them as nurses.
- During the course of the war, nearly 58,000 U.S. soldiers were killed, eight of them women. Over 300,000 suffered wounds, and around 2,500 remain unaccounted for and are still carried on the rolls as "Missing In Action."
- Despite the myths and confusions surrounding the war, American armed forces in Vietnam never lost a single military engagement involving units larger than company size throughout the entire course of the war.
- Upon their return to this country, 97% of Vietnam-era veterans received honorable discharges from the service.
- Vietnam veterans, as a class, retain their allegiance to the values of the nation they served. Ninety percent of them are proud of their tour of duty in Vietnam, and two-thirds say that, if called upon, they would serve again.
- The initial reception accorded them as "killers," "losers" or "victims" in many quarters has by now largely disappeared. But still, memories die hard. More than half of all Vietnam veterans feel that their fellow Americans had a less than friendly attitude toward them when they returned. When viewed from the perspective of American history, this is a highly abnormal reaction displayed by the public to returning warriors by the protected civilians for whom they had offered their lives.
- Like any large set of human beings, Vietnam veterans make up a normal distribution socially, economically and politically. While there are Vietnam veterans who are now doctors and lawyers, judges and bankers, even self-made millionaires, there are also unemployed Vietnam veterans down on their luck. There are Vietnam veterans who have problems, and who need help. This is statistically predictable for any large class of men who have left the service. The self-discipline inherent in military service, however, has left its mark. A Department of Justice study showed that Vietnam-era veterans are less likely than their non-veteran peers to be in jail.
- Today, most Vietnam veterans quietly go about their own business. Most of them are now gainfully employed, productive members of society, and they have been smoothly reabsorbed into the fabric of America. In 1984, the average Vietnam veteran is approaching 37 years of age, is married and has two children.

In a normal course of events, they are just beginning to take over the reins of leadership in their families, communities, civic organizations and government. But they remember their brothers from Vietnam who, for whatever reason, have just not been able to succeed readily once they returned to the "World", a phrase used by American soldiers overseas during the war to refer to the United States. This desire to help their comrades is the genesis of the Vietnam Veterans Leadership Program.

The volunteers who have stepped forward to help came from the generation of veterans described above. Thomas Carhart, former program director of the Connecticut VVLP, described his fellow veterans as follows:

"Despite the negative image of them that has been spread widely by the media, and which has too often been thoughtlessly accepted by other Americans, Vietnam veterans are responsible, contributing Americans. They are secure in that knowledge as they increasingly take over the role they have earned as the steel core in the nation's marrow."

John Garcia, National Deputy Director of WLP, observed:

"Today the Vietnam veteran is emerging as the doer, the achiever, the one who is willing to stand up for his beliefs, the one who looks for something extra to do for his country."

2. ACTION's Catalytic Role.

The WLP is first and foremost a volunteer program. Its initial seed money came from ACTION, to merge private sector leadership and volunteers into a program to help veterans.

Since 1971, ACTION has set an example of what can be done to encourage volunteers. It has given 350,000 Americans new opportunities to volunteer their services where needed.

ACTION is the federal umbrella agency for volunteer and service organizations. It was established by Congress in July 1971 to encourage and promote the volunteer spirit in American society. Since 1981, ACTION has renewed its efforts to restore voluntarism and private initiative to their rightful places in American society, based on the belief that voluntarism and personal initiative are essential forces at work in any modern, thriving community.

To achieve that end, many programs have been started through ACTION's catalytic, initiating role. As of August 1984, ACTION's programs are:

- ° Volunteers in Service to America (VISTA)
- ° Foster Grandparents Program (FGP)
- ° Retired Senior Volunteer Program (RSVP)
- ° Senior Companion Program (SCP)

- ° Young Volunteers in ACTION (YVA)
- ° Vietnam Veterans Leadership Program (VWLP)
- ° ACTION Drug Prevention Program (ADPP)
- ° Supporting services are provided via the National Center for Service-Learning (NCSL), the Office of Volunteer Liaison (OVL), and the Office of Policy and Planning (OPP)

Thomas Pauken, who served in Vietnam as a military intelligence officer, became administrator of ACTION in 1981. He began planning to start a special volunteer program that would encourage successful Vietnam veterans to help solve the problems of their fellow veterans.

That goal having been accomplished by 1984, the VWLP now joins the ranks of many millions of American volunteers, both individuals and organizations, who volunteer their time, energy, talents and resources without pay to help each other and improve the quality of life. Americans every year perform an estimated \$100 billion work of free labor. They also contribute approximately \$47 billion in cash every year to religious and charitable organizations. The productivity reflected in what they do is irreplaceable. Federal, state and local governments could never afford to pay for such work, nor could they manage the large number of projects that volunteers initiate and complete each year.

The VWLP was established under the auspices of existing Congressional authorization to ACTION, under Section 122 (a) of the Domestic Volunteer Service Act of 1973, as amended, to be administered by ACTION. ACTION's enabling legislation under Part C of Title I, provides the administrator of the agency with the authority to develop and coordinate special volunteer programs designed to meet a broad range of human needs by encouraging persons from all walks of life to perform meaningful and constructive volunteer service. This constitutes the "congressional approval" under which the VWLP was formed and implemented. The VWLP was never intended to be a direct service delivery mechanism requiring a top-heavy bureaucracy, and Congress was never expected to establish it as such. The federal role was meant to be purely catalytic under the belief that volunteer structures developed by this program will best serve veterans if they become independent of the federal government. Consequently, each VWLP has had to establish a firm base of support in their local communities.

Nor did the VWLP compete with the Veterans Employment and Training Service. ACTION's interagency agreement with the Department of Labor provided funds that were unavailable to the DOL's Veterans Employment and Training Service. The funds came from appropriations under which veterans were included as a type of "program eligible" but under which veterans had never previously been able to benefit.

In keeping with established federal practices, the program made use of interagency agreements. This type of coordination was appropriate

to develop and implement WLP objectives at the national level. The intent was not to create a self-perpetuating, permanent bureaucracy for WLP.

The organization and structure of the WLP followed a traditional model in which the overall program was designed, funded and administered by the national office, and intentionally decentralized to the 47 field projects. Project leaders were encouraged to set their own goals and to develop creative ways to address local needs. Thomas Pauken described the plan in the following manner on October 22, 1981 in testimony before the Subcommittee on Education, Training and Employment, of the Veterans Affairs Committee in the House of Representatives:

"With regard to the individual communities, there is basically the project director and the project chairman who will be responsible for the overall program. We are really there to provide some assistance where they need it. We will not come in and say, 'We have all the answers. We know what ought to be done.' I think that has been a mistake of a lot of the Washington programs. I see our role in ACTION as a supportive role of the kind of leadership that will be out there and that will be involved in putting together the program."

Each program was judged according to criteria such as quality and quantity of volunteers, cost effectiveness in serving the needs of veterans through existing programs, and approval by Vietnam veterans themselves. Selection of 47 field sites was made by the national office based on the following considerations:

- ° Availability of an outstanding volunteer chairman.
- ° Concentration of Vietnam veterans.
- ° Unemployment rate in the area.
- ° Geographical distribution of target communities.
- ° Mix of urban, suburban and rural sites.
- ° Community responsiveness and commitment to Vietnam veterans.

The WLP was administered by ACTION's national office. The national program director reported to the director of ACTION. All local WLPs in turn reported to the national program director. The program was directed and managed from top to bottom by Vietnam veterans.

The national director had a small professional staff to accomplish the following tasks:

- ° Developed and supervised community needs assessments. Evaluated needs assessment reports and recommended site selection to the Director of ACTION.
- ° Approved veterans Leadership Plans for each community and issued grants for approved plans.

- ° Assisted local communities in the enrollment of volunteers. Potential leadership volunteers were located and contacted in consultation with the National Volunteer Advisory Committee.
- ° Supervised the conduct of each approved project. Monitored monthly reports and established and conducted systematic reviews.
- ° Provided technical assistance to projects by identifying successful activities to be regularly disseminated to project directors. This was a very significant service according to project directors.
- ° Established a national media and image campaign.
- ° Conducted training of project directors and assessed the need for future training on an ongoing basis.

The following examples of accomplishments are only highlights from an extensive scope of activities that were undertaken by the national office over a period of 36 months:

- ° Independently determined what WLP projects would be funded, how much and where, as well as what projects would be terminated. This included making contacts with Vietnam veteran leaders in all 50 states, finding committed veterans to serve as unpaid project chairmen and paid project directors, assisting them in establishing non-profit corporations, funding the corporations, and conducting systematic program reviews and periodic site visits to help assure program continuity, and recommending ways in which individual WLPs could improve their activities.
- ° Altogether, these corporations have given more than 1,000 Vietnam veterans direct opportunities to take on leadership roles in their own communities outside, but working with, established institutions. The device of new corporations was used to give veterans a fresh start, with some freedom to try creative solutions to persistent problems.
- ° Established new, working linkages with federal agencies and Congress, to develop credibility and an atmosphere of trust. This included the Departments of Labor and Health and Human Services, and the Small Business Administration. The funding that was obtained through these linkages was then channeled to the 47 field projects.
- ° Conducted three national training conferences in Washington, D.C. for project chairmen and directors, and one future planning conference in Chicago, Illinois, to establish the network's goals for the next five years after federal funding ends. These preparations involved working directly with White House personnel, daily contacts with representatives of national veterans service organizations, state and municipal government officials, business and corporate professionals, federal

officials at the Departments of Labor and Health and Human Services, the Veterans Administration, Department of Defense, and with the participants in 47 field sites.

- ° Conducted full time policy coordination at the national level. This work has made it possible for the WLP to be judged fairly and subsequently supported on the basis of actual goals and accomplishments. This work included the following highlights:
 - (1) Participated with the Veterans Working Group of the White House Council on Health and Human Resources. The working group approves all program policy as it affects the work of federal agencies and their grantees, and assures smooth coordination of federal agency field operations in local communities with the activities of the WLP. An executive committee of the Working Group, consisting of the Veterans Administration, the Department of Labor, and ACTION, met as needed to supervise the implementation of the program and develop policy changes.
 - (2) Participated as a member of the Veterans Administration Advisory Commission on the Readjustment Problems of Vietnam Veterans. Attended the Agent Orange Working Group for informational purposes.
 - (3) Developed relationships with the veterans' service organizations, both national and local. Sent official representatives to the American Legion, VFW, DAV, NCO Association, and AMVETS national conventions. Provided day-to-day liaison in Washington and assured that WLP/VSO relations were fully cooperative, in keeping with the objectives to obtain recognition and support for the WLP network.
 - (4) Education, Training and Employment Subcommittee of House Veterans Affairs Committee held hearings on WLP.
 - (5) Subcommittee on Manpower and Housing of House Government Operations Committee began oversight process with requests for information, focusing on ACTION initiatives such as WLP.
 - (6) Office of Community Services/HHS completed special assessments of Arkansas, Delaware, Louisiana and Tennessee WLPs.
 - (7) Questions from Manpower and Housing Subcommittee and the Subcommittee on Select Education were answered.
 - (8) Subcommittee on Labor, HHS, Education and Related Agencies of House Appropriations Committee held hearing on ACTION.

- (9) At request of chairpersons of Subcommittee on Manpower and Housing Subcommittee on Select Education, the General Accounting Office investigated ACTION and VISTA which eventually included GAO site visits to five VVLPs.
 - (10) Established a national group of veterans to advise ACTION on VVLP's needs, and help identify key local volunteers and organizations which could aid in program development. The members were selected by the Director of ACTION, and consisted of Vietnam veterans who have achieved a high degree of success in government, business, industry and labor.
- ° Responded by telephone, correspondence and personal contacts from network members, to thousands of veterans who have written asking for information, legal help, for jobs, and to volunteer their services. Scores have been helped directly.
 - ° Prepared a well-conceived, original series of proposals for eliminating barriers to veterans seeking responsible positions in government. The highlights include the following:
 - (1) The Director of the U.S. Office of Personnel Management (OPM), agreed to begin work on revising the federal personnel handbook to reflect the supervisory experience of former Non-Commissioned Officers (NCOs). Former NCO's are often not given adequate credit for military supervisory experience when they apply for government jobs. Modifications to the personnel handbook were suggested which would help correct the situation, enabling all veterans to receive full credit for any management experience they acquired in the military when a determination was made as to their civil service rating classification. This has received very favorable reactions within the veterans community.
 - (2) In order to maintain the Veterans Readjustment Act (VRA) as a personnel mechanism for ensuring that the veteran of the Vietnam war is stimulated to seek out public service, the VVLP made the following proposals to be considered by OPM for recommendation to Congress:
 - ° Extension of VRA through FY 1986.
 - ° Removal of the limitation prohibiting a veteran with more than 60 hours of college credits from applying for VRA assistance.
 - ° Increase the VRA eligibility ceiling from GS-7 to GS-11.
 - ° Developed a comprehensive proposal to create computer-based national job bank. The proposed system is veteran specific and focused on

career development. There was no prototype for this approach, and the WLP brought together government officials and private corporations to develop cost-effective software for employers to use when they have jobs to fill.

- ° Developed leads with employers for state and local WLP follow-up, demonstrating how the network can be used to advantage. Leads were developed with the Federal Aviation Administration for air traffic controllers, the Environmental Protection Agency for weather service positions, the Department of Labor for attorneys, and the Marriott and Southland Corporations for training veterans to manage Roy Rogers Restaurants and Seven-Eleven stores. One of the highlights was WLP's work with the Internal Revenue Service at the national level:
 - (1) In July 1983, a memo of agreement between the Internal Revenue Service (IRS) and the national WLP was finalized that was intended to provide a mechanism for the hiring of Vietnam era veterans by the IRS, among other issues such as promotion of Vietnam veterans within the IRS organization.
 - (2) As a direct result of the joint IRS-WLP effort begun in June 1983, 66 of the 636 revenue officers hired between June and November 1983 were Vietnam-era veterans. Of those 66, 34 (5.3 percent of the total) were VRA appointments of disabled veterans.
 - (3) IRS areas which are most in need of personnel and which have authority to hire are the western, southwestern, southeastern and Mid-Atlantic regions. Within those regions, California, Texas, and Florida have the greatest need. The Southeast region led the way with 29 veteran appointments including 14 VRAs even though they hired only 106 officers. Over 27 percent of the total hires in the region were Vietnam-era veterans and VRAs constituted 14 percent of the total.
- ° Developed numerous leads to help veterans start-up and expand small businesses. Highlights include the following:
 - (1) The national office, at the suggestion of SBA, has been instrumental in establishing Veterans' Business Resource Centers in local WLPs. The WLPs, in turn, have counseled or trained thousands of veterans on small business management topics. Small Business Resource Centers are generally established through a local university and are charged with providing management assistance across the board to SBA clientele including but not limited to veterans. There are 30 of these centers in the country as of 1984, and they each have the authority and money to subcontract services to local WLPs.
 - (2) Assisted state and local WLP's nationwide to organize and present various seminars to show veterans how to

obtain SBA loans. The WLP in Atlanta, Georgia, has produced the best program of all, which has resulted in hundreds of SBA applications for veterans, and \$12 million in SBA loans being made.

- (3) Made contacts with national franchising corporations with a view toward identifying those who have the ability and desire to assist in establishing Veteran-owned small businesses. To date, communication has been established with over fifty such franchisors. With few exceptions, the responses have been very favorable. On April 7, 1984, the National VVLP network inaugurated its first veteran owned small business pilot project, a Midas Muffler International unit owned and operated by Vietnam veterans, in Harbor City, California, funded by a bank in Milwaukee under SBA guarantees.
- ° Developed initiatives to support symbolic activities and change the negative stereotype of Vietnam veterans. Activities included active work with national and local media such as Washington's Channel 5 telecast series "Vietnam: The 10,000 Day War", and numerous personal interviews for the media. These activities have enabled employers and the public at large to understand the past contribution of Vietnam veterans and what special leadership skills they have to offer to communities and employers. Some examples follow:
 - (1) Produced a 30 minute documentary entitled "When Their Country Called", which emphasizes the successes of Vietnam veterans in attaining positions of social responsibility and respect pursuant to their service in Vietnam. The film is available throughout the program and has been shown over many major television stations throughout the country, including the U.S. Chamber of Commerce cable service BIZNET.
 - (2) Produced two four-color 8 1/2" x 11" and two one color, larger posters which were displayed nationwide in post offices for eight months, and which were distributed nationally to all WLPs's. Also produced national press kits, press releases, and brochure. A black and white, camera-ready brochure was sent to each WLP as a model to be used in preparing their own brochures.
 - (3) Promoted the work of Vietnam veterans, including noted artist George Skypeck for his drawings and paintings, and Rick Eilert, for his book For Self and Country, obtaining reviews and publicity. George Skypeck's sketches and poetry have been used extensively by the national office for brochures and posters, and by the many projects in the field as well for public relations material — a significant contribution.
 - (4) Arranged media coverage and relayed information and schedules to all WLPs for the National Salute to Vietnam Veterans, which was held in November 1982 along with the national parade and dedication of the national memorial. Interest among the WLPs was enormous, and WLPs led nine state delegations to the National Salute.

- ° Mailed numerous items to the 47 field sites on a variety of significant topics. The following examples are only a brief sampling:
 - (1) Mailed a list of businesses owned by minority veterans in each region of the nation. The list was provided by the Minority Business Development Administration of the U.S. Department of Commerce, and served as a resource for jobs and a host of networking opportunities locally.
 - (2) Developed and mailed to the 47 VWLPs an orientation guide on the Jobs Training Partnership Act and the Emergency Veterans Job Training Act, encouraging individual VWLPs to apply for funds and to support these new federal programs. A model grant proposal was also mailed for VWLPs to use as a basis for requesting JTPA funds to implement the EVJTA.
 - (3) Compiled, printed and mailed three complete books of news articles published on state and local VWLPs, arranged by the different regions in the country. Over 700 articles are included as is a section on broadcast media coverage of VWLP activities and volunteers.
- ° Began compiling data from all field projects on computer in January 1984. The resulting monthly progress chart shows at a glance-of-the-eye what each project has done, as well as the date of their last report, in recruiting volunteers, number of volunteer hours, and number of job placements, veterans counseled and referred elsewhere, and the number of job leads developed. This report was mailed monthly to all VWLPs beginning in May 1984, and has served as an invaluable management tool in the grant close-out stages. Projects have also used it in preparing and submitting grant applications to other funding sources.
- ° Took the following steps to close out the three year ACTION/VWLP grant program:
 - (1) Completed a detailed technical report on the history of the entire program, for management purposes, and to document the many lessons that have been learned that may be relevant to veterans in the future.
 - (2) Cooperated with ACTION's Grants Management Office in initiating audits of all field operations.
 - (3) Arranged the final round of augmentation grants to the field.
 - (4) Worked with the private task force of Vietnam veterans who are taking over from ACTION after the federal sunset date. Their long term objective is to provide leadership in American society across the board at all levels.

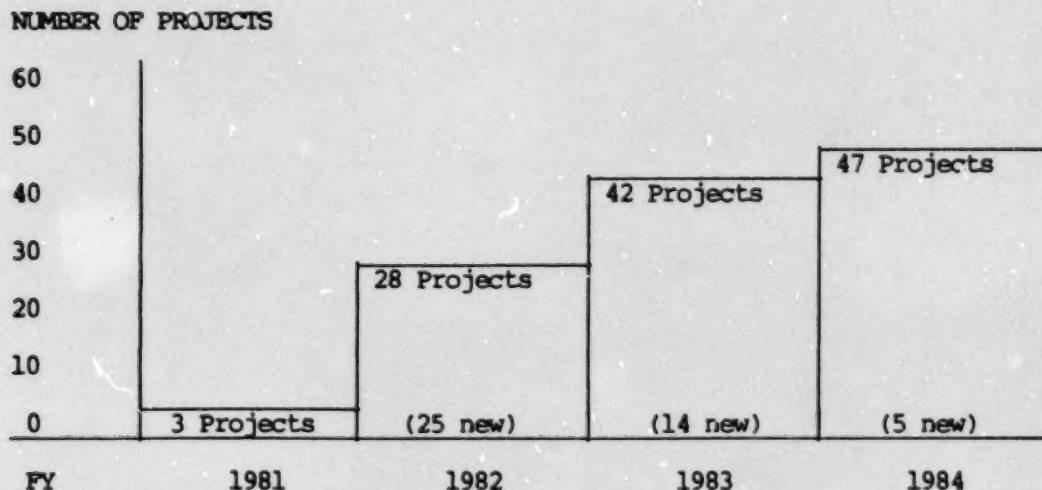
3. Program Start-Ups

The national WLP network has been in operation for 36 months (9-24-81 to 9-30-84). The original goal in 1981 was to set up and operate WLP projects in 50 communities nationwide before the federal sunset date of 9-30-84.

In actual practice, the WLP reached a total of 47 grantees comprising 53 operational projects in 41 states,* averaging 1.3 start-ups per month. The cumulative totals and rates of start-up are shown in Chart No. 1. The number of new projects started each year peaked in 1982. The amount of national staff support needed increased significantly after 1982 as the final total was approached and then peaked in 1984 at 47 projects in 41 states.

CHART NO. 1

FIELD PROJECTS ESTABLISHED DURING 36-MONTH DEMONSTRATION PERIOD
(9-24-81 to 9-30-84)



NOTE: Six of the 47 grantees are each actually two projects combined in one grant, which when counted separately, brings the total to 53 projects. For funding, administrative and reporting purposes, the WLP had 47 projects in its network as of 9-21-84.

4. Financial Support From ACTION

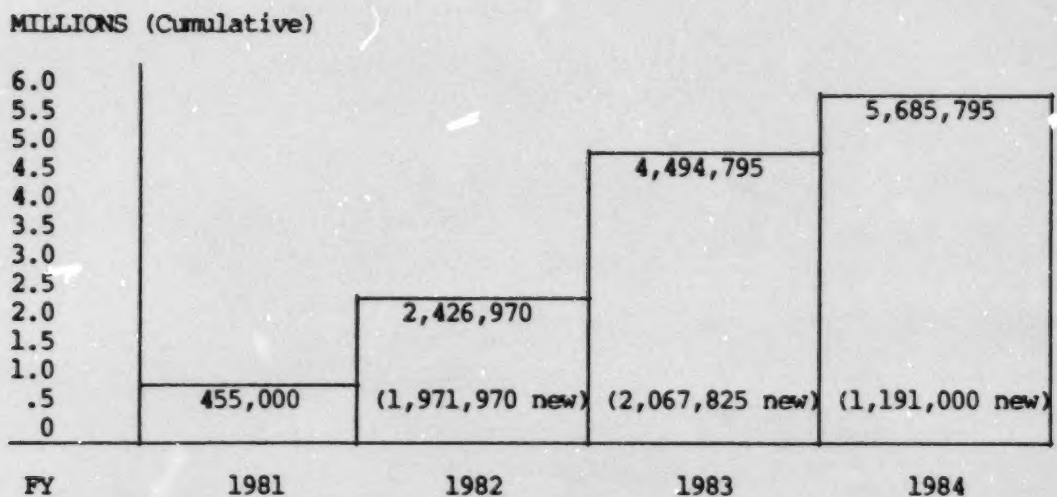
The original goal in 1981 was to operate each WLP at a projected annual cost of \$50,000 on average. A maximum annual total expenditure rate of \$2.5 million was expected, up to a three-year, cumulative total of \$6.5 million. The actual totals were less than the projected figures due to the gradual phasing-in each year of new projects.

In actual practice, the WLP received a total of \$5,685,795 in federal funding during the three-year period, at an average annual rate of \$1.9 million per year. The average amount received each year by grantees was only \$35,404.

The amount of funding obtained each year (new and cumulative) is shown in Chart No. 2. The amount of new funds obtained each fiscal year peaked at \$2.0 million in 1983, with the final total reaching \$5.7 million in 1984. ACTION distributed its funds each fiscal year to new project start-ups as well as to preexisting projects for second and third year work programs.

CHART NO. 2

ANNUAL WLP FUNDING RATES
(Projected to 9-30-84 from data on 9-21-84)



A breakdown of ACTION funding by year and by four sources of federal funds used is presented in Table No. 1. These funding sources are the Department of Labor (DOL), Health and Human Services (HHS), ACTION and ACTION/VISTA.

A final accounting of actual expenditures year-by-year and project-by-project is being undertaken by ACTION's Grants Management Office. It will be based on an internal review procedure at ACTION. Final results are due later and are not expected to differ significantly from these findings.

TABLE NO. 1

TOTAL WLP FUNDING THROUGH 9-30-84 *
(As of 9-21-84)

<u>FUNDING SOURCES</u>	<u>AMOUNT</u>	<u>TOTAL</u>	<u>PERCENTAGE</u>
Fiscal Year 1981			
° HHS/CSA	350,000		
° ACTION	<u>105,000</u>		
		455,000	8.00
Fiscal Year 1982			
° DOL	850,000		
° HHS	500,000		
° ACTION	300,000		
° ACTION/VISTA	<u>321,970</u>		
		1,971,970	34.68
Fiscal Year 1983			
° HHS	500,000		
° DOL	400,000		
° ACTION	856,859		
° ACTION/VISTA	<u>310,966</u>		
		2,067,825	36.38
Fiscal Year 1984 **			
° HHS	500,000		
° DOL	475,000		
° ACTION	81,000		
° ACTION/VISTA	<u>135,000</u>		
		<u>1,191,000</u>	<u>20.94</u>
TOTAL FUNDING - 36 MONTHS		5,685,795	100.00

* Does not include VISTA volunteer salaries, training, and public information support.

** Still under negotiation at time of writing.

5. Distribution of Funds to the Field

The 1981 goal of creating 50 VLPs was accomplished for a number of reasons, one of which was holding national costs to a minimum and allocating most of the funds to the field. A detailed breakdown on the distribution of funds to the field that made this possible is presented in Table No. 2.

The cost of administration and operations in the national offices came to 12.20 percent of the three-year total. This came to an average cost per month of \$19,052. The relatively low ratio of national administrative support (i.e., less than 20 percent) to volunteer support expenses in the field (i.e., more than 80 percent) is noteworthy in light of the fact that the VLP was only an idea 36 months ago that posed a significant organizing challenge to the national staff.

TABLE NO. 2
DISTRIBUTION OF FUNDS
NATIONAL OFFICES vs. FIELD PROJECTS
(As of 9-21-84)

		<u>NATIONAL OFFICES</u>	<u>FIELD (47 Projects)</u>	<u>TOTAL</u>
ACTION/WLP & BALT. COOPERATIVE AGREEMENT)	(a)	563,885 <u>1/</u> (admin.)	-	
	(b)	130,000 <u>2/</u> (4 conf.)		
ALLOCATED TO 47 PROJECTS IN 41 STATES		-	4,223,974 <u>3/</u>	
VISTA SUPERVISION		-	767,936 <u>4/</u>	
TOTALS		693,885	4,991,910	5,685,795
% DISTRIBUTION		12.20%	87.80%	100.00%

1/ Fourteen of the 47 projects were partially administered by the WLP in Baltimore under a cooperative agreement with ACTION.

2/ Four national conferences, three for training and one for planning VLP's future, were held for personnel from the 47 projects.

3/ Allocated in the form of grant agreements.

4/ Does not include 1,572,800 in VISTA salaries and VISTA training and public information support that went to VISTA volunteers. If included, the national percentage share would fall even lower than 12.20 percent.

6. Average Cost of A Leadership Project

The cost of field operations came to \$4,991,910, or 87.80% of the three-year total. The average monthly cost for all 47 projects in the national network was \$138,664. The average project:

- ° Received \$106,210 from ACTION during the 36-month period, for an average monthly cost per project of \$2,950.
- ° Logged an average of 22.4 months of operation. This is based on an aggregated figure of 1,055 months of cumulative operation for all projects during the 36-month period.
- ° Paid their project directors \$26,745 per year on average as of 9-7-84. The full range of salaries paid to WLP project directors is shown in Table No. 3. An essential element of success was being able to attract competent, professional veterans to serve as project directors to manage state and local operations. This salary range achieved that purpose.

A listing of all 47 projects is presented in Attachment No. 6, Chronological History of ACTION Funding, including start-up dates, number of months in operation, and funding totals for individual projects.

TABLE NO. 3

DISTRIBUTION OF SALARIES FOR WLP PROJECT DIRECTORS
(As of 9-07-84)

<u>SALARY</u>	<u>ACTION</u>	<u>VISTA</u>	<u>TOTAL</u>
Under 20,000	1		1
20,000 - 24,999	6	4	10
25,000 - 27,000	22	1	23
27,001 - 29,999	9		9
30,000 - 36,000	<u>8</u>	<u> </u>	<u>8</u>
Total	46	5 *	51 **

* Five (5) directors are currently paid through VISTA at an annual rate of \$21,000 to \$27,000.

** Forty-seven (47) WLPs have been awarded ACTION grants. Five control second offices of which three are authorized to staff an additional director, and one WLP controls two offices each with an additional director.

D. DOING THE JOB - VETERANS HELPING VETERANS

1. Statistical Profile of National Results

The Vietnam Veterans Leadership Program has made significant achievements in many areas, all developed and implemented by Vietnam veterans. The results of their work for the 36-month reporting period are presented on the next page in Table No. 4. These statistics cover only volunteer hours, employment, counselling and referral data. All other results on image enhancement, small business development, fund-raising and collaboration with other organizations are presented in subsequent sections of the report. The results presented here are the most easily quantified.

A brief description of the highlights of local activities behind these statistics is presented in Attachment No. 4. Details on specific projects are presented in other sections of this report. A description of procedures, criteria and formats that were used in field reports to ACTION (and on which Table No. 4 is based), is presented in Attachment No. 5.

The national network's efforts accomplished the following:

- ° 47 non-profit corporations have been established in 41 states using ACTION funding. The first project was funded on 9-24-81 and the last project was funded on 7-1-84. These corporations sponsor all WLP programs and activities, and serve as vehicles through which Vietnam veterans can provide leadership and volunteer service to their communities.
- ° More than 1,000 successful Vietnam veterans have served a direct role in these corporations as unpaid members on the board of directors and chairmen, and as paid project directors. They have worked at senior levels of business and government in their respective communities to help fellow veterans. They have worked also in cooperation with local community advisory boards that represent a cross-section of community leaders.
- ° 5,879 volunteers have stepped forward to help achieve WLP objectives, and this network is still growing. An average of 163 volunteers per month were recruited by the network during the 36-month reporting period. In the last year alone, 2,000 volunteers have been added to the roll. They are working at the highest levels in their communities. Their work complements and reinforces efforts made to help veterans by existing government and veteran organizations. There are strong indications that the success of the program will continue to draw many veterans to WLP in the future who may initially have had some skepticism about involvement in the network.
- ° These volunteers have given 350,449 hours of unpaid time to help their fellow veterans, and to introduce a new, positive image of Vietnam veterans to the American public. On average, these volunteers worked 9,735 hours per month.

TABLE NO. 4
PROGRAM RESULTS FOR 47 VWLPs IN 41 STATES
36 MONTH CUMULATIVE TOTAL
(Data Current to 8-31-84, Projected to 9-30-84)

Program/Start	Vol.	Vol. Hrs.	Jobs	Last Rpt.	Vets. Couns.	Vets. Ref.	Jobs Dev.	EWJTA Couns.	EWJTA Ref.	EWJTA Placed	EWJTA Jobs.	EWJTA Dev.
Alabama	10/82	290	4,006	20	Jul	260	108	2	128	0	0	0
Arizona	1/82	63	2,881	18	Jun	378	154	28	127	70	2	0
Arkansas	6/82	30	2,351	54	Aug	180	68	177	119	41	29	136
Calif. (LA)	4/82	238	28,550	228	Aug	2,121	1,171	215	48	28	0	0
Calif. (SD)	4/83	88	1,648	41	Apr	325	105	112				
Calif. (N)	4/82	424	26,400	177	Jun	3,242	1,694	320	42	0	0	0
Colorado	1/84	28	459	5	Aug	63	30	9	18	6	0	0
Connecticut	4/82	2	18,928	42	May	3,063	138	23	66	36	1	0
Delaware	10/81	208	12,144	105	Aug	2,318	175	45	287	41	11	23
Dist. of Col	12/83	288	697	21	Jun	300	82	0				
Florida	2/83	130	3,188	42	Jul	142	119	175	9	5	3	3
Georgia	3/83	110	6,598	342	Aug	1,332	859	435	366	288	86	175
Hawaii	3/83	130	3,303	71	May	294	5	53		189	17	
Idaho	2/83	73	1,658	18	Aug	668	427	22	63	63	3	0
Illinois	4/82	120	17,576	41	Jun	125	69	58		100		
Indiana	9/82	46	2,650	0	*Sep	31	29	0				
Iowa	9/83	83	1,829	17	Jul	84	89	6	57	29	6	2
Kentucky	2/83	134	8,469	0	Aug	0	0	0				
Louisiana	9/82	549	89,263	91	Jul	50	0	34	139	61	48	21
Maine	1/84	40	620	0	Jun	3	3	0				
Maryland	9/81	23	3,311	2	Jun	35	31	96	1	1	0	0
Mass.	1/83	195	2,596	31	Feb	25	407	5				
Michigan	7/83	62	833	4	Jul	57	17	6	42	37	4	6
Minnesota	9/82	170	4,902	2	*Dec	106	116	20				
Mississippi	7/83	322	1,570	5	Jun	30	21	0	208		20	300
Nebraska	11/83	78	814	29	Jul	311	234	243	74	37	16	12
New Jersey	8/83	56	1,620	59	Sep	165	129	103				
New Mexico	4/82	8	6,440	9	May	266	51	26				
New York (2)	6/82	116	16,053	128	Jun	560	25	954	11	0	0	0
Niag. Front.	11/82	144	4,614	35	Jan	389	389	50				
N. Carolina	2/84	83	213	2	Jun	27	9	16	31		1	16
Ohio	9/82	53	3,559	95	Jun	538	509	166				
Oklahoma	6/84	10	100	0	Jul	0	0	0	0	0	0	0
Oregon	11/82	34	3,304	3	Jun	70	24	2	39	25	0	0
Penn(Phila)	9/81	14	1,321	34	Apr	12	21	21				
Penn(West)	6/83	145	5,537	60	Sep	315	286	168	309	260	26	60
St. Louis	4/82	367	14,468	597	Aug	1,652	1,194	462				
S. Carolina	11/82	129	14,414	81	Jul	191	145	52	0	4	0	0
S. Dakota	4/82	26	2,310	104	Apr**	56	81	525				
Tennessee(2)	1/82	141	6,917	78	Jul	600	600	600	21	17	9	13
Texas(Austin)	2/84	62	25	4	May	10	4	0				
Texas(Dallas)	9/82	50	1,150	0	May	485	410	0				
Texas(Houst)	4/82	29	5,800	0	Jun	2,030	922	408	700	800	200	30
Utah	9/82	61	1,480	14	Sep	142	48	0				
Vermont	3/92	33	3,408	33	Mar	444	183	22				
Virginia	9/82	68	781	38	Jun	94	80	14	31	16	0	0
Washington	2/82	126	8,950	72	Sep	413	152	177	194	80	0	0
ACTUAL TOTALS (through 8/31/84)		5,716	340,714***	2,861		24,094	11,401	5,919	3,164	2,249	486	1,017****
PROJECTION (9/1 to 9/30/84)		163	9,735	82		688	327	169	90	64	14	29
36 MONTH TOTALS		5,879	350,449	2,943		24,782	11,788	6,088	3,254	2,313	500	1,046

* 1983 Figures ** End of Program

Does not include VISTA volunteer hours *VLP/EWJTA started 1-1-84

- ° The national WLP network generated as much value in service and contributions as it received in federal funds. The dollar value of volunteer service is estimated at \$3,942,551, which was generated at an average monthly rate of \$109,515. This is almost a dollar-for-dollar match for the \$4,991,910 that was distributed to the field. In addition to the donation of unpaid time, an estimated \$1,208,800 in material donations was made through the network's contacts, at an average monthly rate of \$33,578. These material donations include office space, equipment, telephone service, supplies, printing, communications and items such as preparation of public service announcements. When added to the value of the WLP's unpaid time, the total comes to \$5,151,351, almost a dollar-for-dollar match for the total \$5,685,795 that ACTION granted to the WLP during the 36 month reporting period.
- ° 2,943 Vietnam veterans have been placed into jobs, at an average rate of 82 job placements per month. As has been documented clearly by the New York WLP, many of these jobs have career potential that is typically not available through government employment and training programs (which tend to offer only entry-level jobs).
- ° 6,088 job leads were developed, at an average rate of 169 per month.
- ° 11,788 veterans were referred to other agencies for help and to employers for job interviews, for an average of 327 referrals per month.
- ° 24,782 veterans were counselled on employment matters, for an average of 688 veterans per month. Thousands more have been counselled on other matters such as small business development and veterans benefits.

The following averages for the Emergency Veterans Jobs Training Act (EVJTA) are based on an eight month period beginning January 1984 when the WLP became actively involved, current to 8-31-84 and projected to 9-30-84 (these data are included in the totals reported above):

- ° 500 job placements were made under the EVJTA, at an average rate of 56 placements per month.
- ° 1,046 job leads were developed, at an average rate of 116 per month.
- ° 2,313 veterans were referred to appropriate agencies for EVJTA purposes, at an average rate of 257 per month.
- ° 3,254 veterans were counselled in regards to EVJTA, at an average rate of 362 veterans per month.

2. Average Results of A Leadership Project

At an average monthly cost per project of \$2,950, the average WLP accomplished the following during its 22.4 months of operation:

- ° Operated a non-profit corporation and business office with public hours, hired and directed its paid staff, recruited volunteers, held monthly meetings of its board of directors and committees, organized special events, and initiated new projects on behalf of Vietnam veterans that were tailored to the needs of each local area.
- ° Engaged approximately 21 Vietnam veterans in direct participation with board, staff and committee work.
- ° Recruited an average of 125 volunteers to help fellow veterans through WLP projects.
- ° These volunteers devoted an average of 7,456 hours of unpaid work to their state and local WLP.
- ° This unpaid time is valued at \$83,880 per WLP. When added to the average amount of \$25,719 in value obtained from contributions and donations of material assets and support costs such as office space, the total comes to \$109,599. This is more than a dollar-for-dollar match at state and local levels to the average amount of \$106,210 that each WLP received from ACTION.
- ° Played a direct role in placing 63 veterans into jobs.
- ° Developed 130 job leads for veterans.
- ° Referred 251 veterans to other agencies and employers.
- ° Counseled 527 veterans for all purposes except EVJTA.

The average WLP assisted in obtaining the following results in 1984 with the Emergency Veterans Job Training Act (these data are included in the figures and calculations reported above):

- ° Arranged 11 placements for EVJTA in the private sector.
- ° Developed 22 job leads for EVJTA.
- ° Referred 49 veterans to appropriate EVJTA agencies.
- ° Counseled 69 veterans on the EVJTA program.

Numbers, of course, cannot capture the spirit and vitality that the WLP network and its activities have added to state and local veterans affairs. Numbers alone cannot describe the many obstacles that had to be overcome, nor can they convey the value of "intangible" benefits. The WLP has been providing these intangible benefits by:

- ° Presenting a new image of Vietnam veterans that is based on accomplishments as solid, reliable citizens.
- ° Promoting Vietnam veterans as leaders who have positive outlooks about America and who share concerns and viewpoints about non-veteran issues of public consequence.
- ° Setting an example for the next generation. The leaders of the WLP network have stated publicly many times that their service today reaffirms the integrity of their previous military service, by word and by deed, and that they are promoting the ideal of public service among Vietnam veterans for the benefit of the next generation of Americans, and of future generations from all nations.

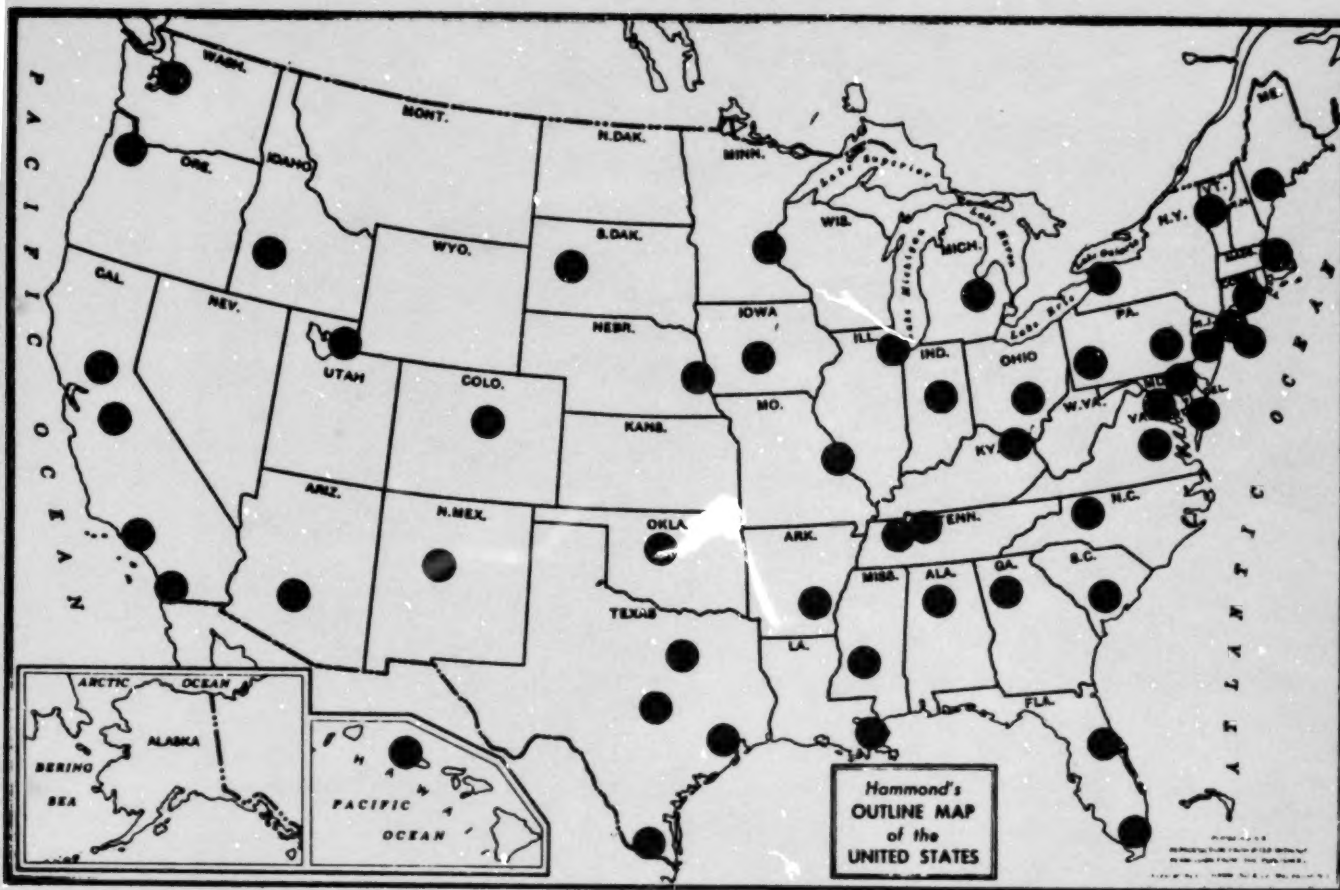
Although each of the 47 projects across the nation has its own individual list of priorities, analysis of all activities revealed six general areas that subsume practically all of the goals and objectives in the 47 projects. Many of these areas of results are not easily quantified. They include building the volunteer network, image enhancement and symbolic support, employment and training opportunities, small business development, fundraising, and veterans benefits. The highlights of accomplishments in these areas are described in the next six subsections of this report.

3. The Volunteer Network

The original goal in 1981 was to stimulate a flow of new, able volunteers to complement and reinforce existing government and service programs that help Vietnam veterans. In actual practice, the WLP recruited 5,879 veteran volunteers, most of whom were not previously involved in efforts to help other veterans. They devoted 350,449 hours of unpaid work to achieve the results that are described in this report.

The WLP volunteer network includes 47 non-profit corporations in 41 states, stretching from Hawaii to Maine and from Seattle to Florida. The locations of these WLPs are shown on the next page in Chart No. 3. It is important to note that the network was still expanding in August 1984. In the last fiscal year, ten new programs and over 2,000 active volunteers were added to the roll. New programs were started with ACTION funds in 1984, for example, in Colorado, Maine, Austin (Texas), North Carolina and Oklahoma. A sixth WLP was started in 1984 without ACTION funds, in New Hampshire—

GEOGRAPHIC DISTRIBUTION OF WLPS IN THE NATIONAL NETWORK



the first such WLP to be started. More Vietnam veterans are expected to step forward and become a part of the network in the coming years. A list of participants who managed the 47 projects is presented in Attachment No. 6.

Today, the network comprises thousands of people from all walks of life, both veteran and non-veteran, who are active, dedicated people, of all races, sexes, ages and regions. Veterans make up the core of the network, although non-veteran volunteers have been encouraged to help. The network's ranks include members of the U.S. House of Representatives, state legislators and other elected officials, lawyers and doctors, entrepreneurs, businessmen, labor union executives, mid and upper level corporate managers, teachers, accountants, administrators of public programs, clergymen and nurses — who offer their specialized skills as volunteers.

The many tasks given to WLP volunteers had multiple objectives in that staging a media event, for example, helped get jobs for veterans and vice versa. The WLP had three interrelated objectives to build its network. They are as follows:

- ° Help obtain the best possible coordination, within each community, of activities related to Vietnam veterans that are already under way in the community and promote a positive image of Vietnam veterans.
- ° Assist existing efforts to penetrate successfully to the highest levels of authority in local business, labor union, and governmental hierarchies in obtaining support, jobs and business opportunities for veterans, prompt attention to veterans' needs, and publicity.
- ° Work, as appropriate, one-on-one to help veterans find jobs, and go into business, and for others who want specific advice or help related to problems, to refer them to appropriate agencies and professionals.

These interrelated objectives were achieved by recognizing that Vietnam veterans are a leadership resource, able to help others. This approach has enabled WLP volunteers to achieve many things. The strength of their voices is magnified because listeners realize that they are hearing concerns being expressed by a generation of veterans who are approaching middle age and who represent a national network.

During its three-year existence, for example, the WLP has developed a wide range of influential contacts for special projects. These contacts occur at the level of city, state and federal institutions, and in the boardrooms of some of America's most powerful corporations.

The potential is enormous in the coming years for this generation of veterans to do something worthwhile as volunteers and to make other contributions to American society. It is a cohort of significant size. Approximately 2.7 million Americans served in war zone and 9.0 million served worldwide during the war. As is to be expected from such a large group, many have already excelled in their many varied fields. It is from this large, diverse, and respected pool of veterans that the VLP has drawn its volunteers.

As is appropriate for a self-help approach, the intent has been to tap the enormous reservoir of talent and wealth that resides in this generation of veterans. One indicator of accomplishment from the past three years is the dollar value of contributions that has been forthcoming from the private sector. A replacement cost concept is used here -- how much would it have cost to have paid for these volunteer services and donations?

The number of hours contributed by each VLP is shown above on page 38 in Table No. 4. An estimate of the dollar value for this work is \$3,942,551, based on \$11.25 per hour. Details on the method of calculating the value of time that was used, and on a project-by-project survey of material donations that have been received is presented in Attachment No. 7.

In addition to the volunteer hours, VLPs have been the recipient of an estimated \$1,208,800 in material contributions, which have been essential to the success of local projects. These contributions reduced the cost of the program to the federal government and indicated an acceptance among Vietnam veterans in the network of an overall attitude in favor of business prudence and cost-effectiveness.

The total dollar estimate on all contributions (i.e., volunteer time added to material donations) is \$5,151,351, as is shown on the next page in Table No. 5. This is almost a dollar-for-dollar match to the \$5,685,795 in total funds that the VLP network received. It should be noted that this figure does not include cash donations that have been received by the 47 VLPs. If cash donations were added to the total figure for volunteer contributions, the figures reported here would be higher.

The stories behind these statistics is revealing in terms of what volunteers can do in substance. These volunteers completed many hundreds of events and special projects -- too many to present here. A list of highlights is presented in Attachment No. 8. These highlights are typical of the techniques and procedures that are being used in the national VLP network to develop its leadership approach. The basic idea is to bring people together, share information, and help each other as well as the community.

TABLE NO. 5

TOTAL DOLLAR VALUE OF VOLUNTEER CONTRIBUTIONS
DURING 36 MONTH DEMONSTRATION PERIOD

°	<u>Volunteer Time</u>	3,942,551
	(350,449 hours x 11.25 per hour)	
°	<u>Equipment</u>	182,600
	(Office furniture, copiers, computer hardware and software, typewriters, word processors)	
°	<u>Communications</u>	349,800
	Telephone	15,600
	(Installation and charges)	
	<u>Media</u>	218,000
	(Television programs, PSAs, slide shows, employment announcements)	
	<u>Printing</u>	116,200
	(Brochures, billboards, newsletters, job and service guides, letters of support)	
°	Consultant/Contractual/Clerical	125,700
	(Job and small business seminars, secretarial)	
°	<u>Office Space</u>	521,700
	(Space and utilities, seminar and meeting rooms, facilities for special events)	
°	<u>Volunteer</u>	29,000
	(Reimbursible travel, Board meetings hosted, luncheons, minor contributions)	
TOTAL VALUE — ALL CONTRIBUTIONS		5,151,351

At the national level, four major conferences were held to train participants in how to develop the network, manage ACTION grants and programs, and exchange information. One goal of the first three VVLP training conferences was to treat every member of the VVLP with the respect and high-level attention that they all earned by serving their country during difficult times. These included briefings by top officials in the federal government, the National Security Adviser, and the President of the United States. The following are brief descriptions of all conferences that have been held:

- ° Initial Organizing Meeting and Rose Garden Ceremony with the President (October 1981) - 25 participants
- ° Training Conference, Washington, D.C. (May 1982) - 48 participants

The first training conference concentrated on training VVLP leaders from across the nation in ways to promote organizational strategies, as well as eliciting ideas for strategies and tactics to be employed. The training mechanisms used included briefings from Vietnam veterans well established in the Washington, D.C. bureaucracy of the federal government, as well as group discussions. Speakers included the Director of ACTION, the Deputy Administrator of the Veterans Administration and staff members from the White House and the United States Senate.

- ° Training Conference, Washington, D.C. (January 1983) - 72 participants

The second training conference expanded the connections that were made in the first conference and enlarged the length and nature of discussions held by regional VVLP representatives. Particular emphasis was given to employment, fundraising, franchising, and the Veterans Employment Training Service in the Department of Labor. Addresses were given by the President of the United States, the Veterans Administration, several members of the United States House of Representatives, an Assistant to the Vice President, a Deputy Assistant Secretary of Defense, and representatives of the American Legion, the Veterans of Foreign Wars, and the Disabled American Veterans.

- ° Training Conference, Washington, D.C. (February 29 - March 3, 1984) 75 participants

The third training conference had top Administration officials including the President, and presentations by experts from DOL on EVJTA and JTPA, from SBA on successful entrepreneurship examples, from the media, from the Army War College, from Congress, from private fundraising organizations, and from ACTION on the demographics of veterans unemployment, networking, community relations and federal grant close-out procedures. A Presidential address was given in the East Room of the White House, and a two hour reception was held by the President and Mrs. Reagan for 800 VVLP representatives in the west wing of White House Residence.

- ° Futures Planning Conference, Chicago, Illinois (June 23-24, 1984) - 70 participants:

The chairmen of the 47 corporations made up the core of participants at the Chicago conference. The purpose of this long-range strategy and planning conference was to identify a variety of ways in which Vietnam veterans could be of greater service to American society in the future. Conference participants established broad goals and policies to guide the national leadership network in the coming years. They discussed how to use the 47 non-profit corporations in 41 states in an effort to continue providing leadership and volunteer services in their respective communities.

- ° The following sub-national conferences were held to develop state and local networks:

(1) Northeast

Representatives of eight WLPs from the Northeastern states (Vermont, Massachusetts, Connecticut, Buffalo, New York, New York City, New Jersey, Philadelphia, Maryland, Western Pennsylvania, and Delaware) met at Waitsfield, Vermont from October 31 to November 3, 1983, for a regional conference on WLP activities. Highlights of the conference included presentations on new federal job programs for veterans, small business development initiatives, voluntarism and congressional relations. The setting for the conference, a small country inn, was conducive to network building among the WLP programs and was, in itself, a highlight of the conference.

(2) Southeast

The Georgia WLP hosted a regional conference on October 21-23, 1983, in Atlanta for WLPs in the Southeast (District of Columbia, Virginia, North Carolina, Tennessee, South Carolina, Georgia, Florida, Alabama, Mississippi, and Louisiana). In addition, in May 1983, the New Orleans WLP took advantage of a regional conference of Vet Center team leaders to invite WLPs from the same area to get together and exchange information with the Vet Center personnel and each other. A cocktail party and reception the previous night preceded a morning-long meeting at which WLPs from New Orleans, Arkansas, Tennessee, South Carolina, Alabama, and Mississippi met with Vet Center personnel from throughout the Southeast. The meeting was extremely positive and focussed on cooperative projects undertaken by WLPs and Vet Centers in South Carolina, New Orleans, Tennessee, and Arkansas.

(3) Central

No regional conference was held for this area (South Dakota, Nebraska, Kansas, Colorado, San Antonio, Oklahoma, New Mexico, Dallas, Houston, and Arkansas). A state conference was held in February 1984, however, by VVLPs from Dallas, Austin and Arkansas. Discussions included fund-raising efforts, SBA business councils, EVJTA, Houston's marketing kits, and veterans affairs.

(4) Mid-West

No regional conference was held for this area (Minnesota, Chicago, St. Louis, Iowa, Indiana, Michigan, Columbus, and Louisville). In the Spring of 1983, the Indiana VVLP along with the Vietnam Veterans Civic Council of Indiana and the Civic Council of Madison in Anderson, Indiana, co-hosted the first Vietnam Veterans Statewide Conference for Indiana. The two-day event featured workshops and presentations that provided Vietnam veterans with information on the various services available to them through organizations such as the Vet Centers, the Veterans Administration, and the PICs (formed to allocate JTPA funds). The conference had over 100 participants and resulted in the formation of a Vietnam veterans round-table with representatives from each Indiana county. In 1983, the round-table acted as a "clearinghouse" on Vietnam veteran issues to ensure that the veteran is represented as a single, coordinated voice before the media and concerned organizations.

(5) West

In July 1983, the Northern California VVLP hosted an extremely successful regional conference attended by representatives of eight VVLPs in the western states (Hawaii, Seattle, Portland, Northern California, San Diego, Idaho, Utah, and Arizona). The two-day event included sessions on long-range strategy formulation, organization, fundraising, employment and economic development, networking, liaison with other veteran organizations, media relations and others. The highlight of the conference was a cookout attended by approximately 100 including conference attendees, Northern California VVLP volunteers, and prospective volunteers.

The national conferences started with forty-eight participants and ended with over seventy. More important, official recognition and sanction of the organization's functions grew over time. Minor governmental functionaries addressed the first conference, while the President of the United States, members of Congress, and important government leaders made presentations at the second and third. Regional conferences were held between the second and third national conferences, establishing the groundwork for continuing the VVLP effort without continuous federal support. The fourth conference, in June 1984, was on future planning for regional VVLP leaders on switching to the private sector for funding and for setting policy directions for the network's next five years.

This extensive support in the form of contacts and training was provided to give leadership program participants a thorough grounding in the field of veterans affairs. Such training was necessary to accomplish the task of developing expertise within the WLP network. The training plan focused on federal services such as those provided by the Veterans Administration and the Department of Labor, by states as is provided through employment centers and state veterans affairs offices, and services provided by veterans service organizations. The training also addressed the increasing interest of Vietnam veterans in aid for business development and the current dearth of services in that area.

° Recruiting Volunteers

Historically, Vietnam veterans have not readily identified themselves. This makes it necessary to go out and find veterans in the community. This requires a process — more than making the simple announcement that the WLP is open for business. A prime task becomes identifying veterans who want an opportunity to become informed about veterans issues and to participate as volunteers. The WLP network has brought them out by offering opportunities to experience self-expression among other veterans and to take action as leaders who happen to be veterans.

Many lessons have been learned regarding how these veterans can be recruited, organized and used effectively. The following suggestions are highlights:

- (1) In almost every instance, WLP networks were started initially by contacting known Vietnam veterans and by working with established veteran groups. In general, start looking in the most logical places and follow-up on all leads.

Seek out Vietnam veterans who are involved in the community who show an abundance of character and empathy and who are respected. Start by identifying those men and women who are known to be Vietnam veterans and gain their support for the WLP. One successful, mainstream veteran can "sell" many of his peers on the WLP. Let mainstream veterans know WLP is not the typical "big" government program. By word of mouth, & advertise luncheon meetings and keep them informal to discuss what can be done. The program will sell itself once people get involved.

- (2) Deal directly with veterans affairs offices and approach them personally with program ideas. Invite top officers from VFW, American Legion, Disabled American Veterans, etc., to board meetings and activities. Put on a good program for them and show that the WLP is not a membership organization and is not in competition with them,

and that WLP wants to work closely with them. These existing veterans' organizations can help raise money, distribute food, recruit Vietnam veterans into membership and can make WLP brochures available to Vietnam veterans. The WLP will have their support so long as one VSO is not promoted over the others, and so long as WLP does not compete directly with them.

- (3) Look under Who's Who for people in the local area. It indicates military service.
- (4) Check with local police or other law enforcement agencies (many veterans work in that profession).
- (5) Often overlooked for an excellent source of volunteer help is the National Guard/Air Guard. Help can generally be found quickly and many Guard members are Vietnam veterans who only need to be asked to help.
- (6) Start a series of small group presentations and public speeches about the purposes and goals of WLP.
- (7) Develop local volunteer committees in each population center of the WLP's region.
- (8) Seek out volunteers in many areas and professions. This is a key to success. Seek participation from all professions without continually depending on any particular one or on the same volunteers repeatedly.
- (9) Distribute newsletters to corporations and charitable organizations and make the newsletters available to the community by placing them in post offices, banks, bus stations, etc. (get permission to place them).
- (10) Use notices on bulletin boards at Veterans Administration hospitals and other government offices to recruit volunteers.
- (11) Use the media.

° Using the Media

Help is required to make the program "go." It becomes necessary for WLP to obtain the help of volunteers. There are a number of ways to recruit assistance, but nothing can beat effective utilization of the news media for attracting attention to the WLP's needs, objectives, goals, mission and purpose. The following suggestions are made:

- (1) Seek out those news-media personnel who are known for their supporting views regarding veterans and veteran affairs. Phone and make appointments and seek advice on developing a public relations campaign.
- (2) Contact radio stations, television stations, etc., requesting they announce the availability of WLP services. Ask the station managers to publicize the WLP's phone number and address.

It is vital to provide a written address and a phone number for publication purposes at each meeting with media representatives. Fact sheets on WLP can be helpful.

- (3) Request time on Public television programming as well as on radio "talk-shows" where a WLP volunteer can expound on what they are attempting to do. The more coverage a WLP receives on its efforts the more responses will come in from veterans and from the public.
- (4) Use the media to increase the number of volunteers from all walks of life. Short advertisements in local newspapers and in company newsletters are productive. Place articles and general appeals for service in trade journals, ethnic publications and in-house newsletters of other associations. Develop small group presentations about purposes and goals of WLP. Use Public Service Announcements (PSAs) to draw people's interest to the program.
- (5) Utilize copies of articles written about other WLPs around the nation. It will add to a WLP's credibility. Show that there are successful Vietnam veterans who are involved in the program, and that it is a national network.

° Getting Commitments

Experience in the WLP has shown that, with volunteer motivation, something more is needed than shared concerns over the aftermath of the war. While there are many similarities among individuals, perhaps the worst mistake a leader can make in assessing motivating factors of volunteers is to assume that all individuals have the same needs and values in the same portions or to assume that all volunteers are motivated to help for the same reasons. Volunteers, for example, have considered endless variations of the following questions when asked to help achieve WLP objectives:

- (1) What does the volunteer believe regarding the extent to which personal participation will address the needs of the community or of himself? Will it make a difference or be a waste of

time? The volunteer may have a great deal of knowledge of community problems and a clear vision of a corresponding improved condition, but if he believes that his work will not be effective in producing the improved condition, he will very probably refrain from doing the job. The prescription is as follows:

- When all volunteers in the project work together, they have an effect on the overall problem, but what difference does the contribution of one volunteer make? Does personal participation by the volunteer have any effect on the fulfillment of his individual needs? The answers depend not only on the nature of the project as a whole but also the precise role each volunteer plays.
 - In short, the leader should create and communicate throughout the local network a strong sense of effectiveness and spirit of accomplishment. The volunteer will not believe that personal participation will be effective unless the project as a whole will succeed. Examples of the effectiveness of the project in improving conditions should be pointed out.
- (2) What is the judgment of the volunteer regarding whether or not the gains achieved by his participation outweigh the costs of his participation?

Any benefits come from the results that a volunteer personally finds rewarding such as the value that is attached to any improvement in a community condition that results from personal contributions (i.e., feelings of accomplishment or personal satisfaction; increases in the fulfillment of the volunteer's needs; and new personal friendships that are valued). Thus, the gains can be almost any kind of identifiable benefit traceable to personal participation.

Costs include loss of leisure time, lost opportunities, efforts needed to travel to the VLP or dissatisfaction with working conditions. A general prescription follows:

- The VLP should make the participation of volunteers convenient and pleasant and thereby reduce the disadvantages and costs of participation. Good conditions (physical environments, supervision, relations with other individuals) are not sufficient to motivate persons to perform. However, poor conditions among these factors will reduce motivation to perform and perhaps even destroy it.

- Reducing the costs might include reimbursing volunteers for their transportation expenses, giving greater recognition for volunteer achievement, and providing refreshments at meetings.

For the volunteer who is motivated primarily by a will to achieve and a desire to contribute, the prescription is as follows:

- Assist the individual volunteer to develop a deeper awareness and understanding of the problem.
- Assist the volunteer to see clearly the conditions that would prevail if the problems were solved.
- Discuss the value and practical nature of veterans affairs and how to bring about improved conditions.
- Make the volunteer's participation as convenient and pleasant as possible.
- Show the volunteer that his time has been spent in a worthwhile manner.

- (3) What unmet needs of Vietnam veterans can the project and its leadership address? While perhaps some unmet needs of Vietnam veterans in a local community do not directly affect the volunteer, any unmet needs may create uneasiness or dissatisfaction because they are not compatible with the volunteer's notion of the way things should be. These instances of dissatisfaction especially when they are strongly felt, are just as much unmet needs as the needs that a person may feel more directly.

To what extent does the volunteer visualize the improved state of a condition for Vietnam veterans or in the community? The prescription is as follows:

- Visualize the improvement clearly. A dim perception of an improved state of affairs may result in a weakened commitment by the volunteer. Unmet needs are not sufficient reasons for volunteers to become involved in a project and continue to contribute to it. And even though a volunteer may have great knowledge of a community problem, the chances that he will act to address that problem are small unless an improvement in the situation can be visualized. The ability to imagine improved conditions does not ordinarily require the ability to know how it will be done, although a clear sense of how something can be done successfully is very helpful.

- A leader of volunteers can strengthen motivation by increasing the clarity with which the volunteers imagine improved conditions for Vietnam veterans or for the broader community. Some volunteers may vary widely regarding the clarity of their vision of improved community conditions. Every opportunity to discuss the possibility of improved conditions that the project seeks should be used. This process will largely be an educational one. The volunteer will assume responsibility for high performance only if he or she has the vision of a manager - the vision of the organization's objectives and of how personal contributions add to their attainment. Part of the manager's responsibility is to communicate that vision to volunteers. The best means for volunteers to gain this vision is to participate in the formulation of the objectives.

° Taking Action Instead of Talking

All WLPs succeeded in obtaining the support of volunteers who contributed, all together, 350,449 hours of assistance. At first, it was anticipated that volunteers would fit into a WLP organizational structure which would then assign them to committees to accomplish various goals such as employment, small business, legal assistance and fundraising.

This concept did not work well in actual practice because most volunteers were very busy, successful people who did not want to waste time and travel to committee meetings and do a "lot of talking." Instead, they readily provided part-time work on special tasks and one-on-one assistance in their areas of specialization (e.g., a lawyer providing pro bono legal assistance in discharge upgrading; a business executive bringing groups of volunteers together to work on special projects such as in organizing a memorial or assisting at a job fair).

The following suggestions are made:

- (1) It is easier to make decisions with fewer board members. If a large number of board members are assigned, use a five-member Executive Committee. Try to get minority members on the board of directors as they represent constituent communities that have many active members who want to get results on issues.
- (2) Utilize the WLP Board of Advisors and committees. Try not to restrict it to Vietnam veterans only. Non-veterans, such as presidents of corporations, may give the WLP the most support. Only invite people to be on the Board of Advisors who have the "3M's" — money, manpower, and management skills. These are the people who will be able to help the WLP the most.

- (3) Let some of the advisors serve as chairmen of the board's committees (members of the Board of Directors do not have to be chairmen of every committee). Give each committee a 100-150 word written mandate, and then let them do the job. For example:
 - Legal Committee (get judges to serve).
 - Legislation Committee (get assemblymen and state senators to serve).
 - Fund-raising Committee (get bank officers and other people to serve who are experienced in dealing with large sums of money).
 - Jobs Committee (get close to Economic Development Councils and community colleges; get corporate personnel directors to serve; use mailings to companies as a device to set up a WLP job bank; the Jobs Training Partnership Act includes Vietnam veterans under Titles 2, 3 and 4 — develop a program).
- (4) Have a specific job for every volunteer who steps forward. Whether it is a large job or a simple task, give everyone a specific thing to do, and then see that they do it. At the end of each year, the board will be amazed at how much has been accomplished. The key is to keep volunteers busy with interesting work, and they will automatically recruit other volunteers. Once you get feature articles in local papers about successes, for example, volunteers will come to the WLP. Everyone likes to be associated with a winner. Assign a moderate task with reasonable deadlines when they first volunteer to determine if they are producers or talkers.
- (5) Consider both talent and work locations of the people who are being evaluated for key positions by the WLP. What groups and associations are being represented?
- (6) Consider how much key people travel in their own work before assigning them to key positions. Inaccessible leaders can bring projects to a halt.

° Dividing the Labor

Leadership programs need to enlist as many successful volunteers as possible, but not all people who step forward will be bank vice-presidents, CPA's or corporate executives. For that matter, some will not be veterans. An important job is to determine how to use the various skill levels that volunteers offer. Volunteers are needed to answer phones, deliver messages, type and make copies as well as to organize and supervise events and to make contacts among the movers and shakers in a community.

Sometimes misunderstandings of roles arise, and, while this is understandable, it needs to be dealt with quickly. One way to clarify roles is to divide the labor among volunteers. Write-up simple statements of jobs and tasks being done by each volunteer. In some WLP's this was done as handwritten checklists related to each project. This was especially significant in cases where volunteers could or could not obligate WLP funds and resources without prior approval from the Board, Chairmen or project directors.

A well-run operation will prevent a rapid turn-over in volunteers. Identifying positions for volunteers and developing tasks may sound like a lot of work, but will make for a smoother running organization and will require less supervision in the long run. It also gives volunteers an opportunity to decide if they really want to commit themselves to certain tasks, and this helps to avoid recriminations later. Most volunteers also become enthusiastic when they have been involved in determining what they will do and how they will do it.

Another consideration is the fact that volunteer experience is taken seriously more often today by employers than in the past. A well planned assignment that gets accomplished can be used by leaders to show their community involvement, and by under and unemployed veterans in job interviews to show what they have done.

° Using Paid Staff Instead of Volunteers

The board of directors should not get bogged down in operational matters and details. The board's focus should be on where the WLP should go, on its dreams and ambitions. Board members should actually help the WLP staff by recruiting volunteers to work on WLP projects. A lesson from WLPs around the country is that the paid staff cannot do all the work. The WLP can be a success only through its volunteers who are able to mobilize various community and government resources to help Vietnam veterans. Paid employment and placement specialists were one major exception to this rule. Finding jobs for veterans is a lengthy and complicated process and paid specialists are often needed.

There was a tendency in some WLPs, especially when new projects were undertaken and volunteers became scarce, to expect the paid project directors to do everything. This became counterproductive because the whole purpose of the WLP is to seek out and use successful volunteers. Reliance on paid staff for everything seriously curtails the WLP's scope of effectiveness and is contrary to the spirit of a volunteer program.

At times the roles of staff and board must be kept in mind. Essentially the role of board members is to serve as volunteers and develop a pool of volunteers who are managed by the staff for the accomplishment of the goals and objectives that are set by the board.

° Minimizing the Impact of Personality Conflicts

Occasionally, a volunteer becomes involved more for personal reasons than to assist the program or Vietnam veterans. This is the nature of voluntary organizations and a problem that has to be dealt with when it arises. Left unattended, such situations can quickly create difficulties for other volunteers and for the program itself.

One important concern to be aware of is not to overreact to the various personalities among the volunteers. Each person usually volunteers for a couple of reasons. They truly wish to help and helping makes them feel good. The main objective is to attract and hold good volunteers so they can do the best they can to help. Overreacting to a few personalities can be as damaging to the overall effort as doing nothing, and can drive reliable volunteers away. Keep personality problems and conflicts among volunteers out of the news media.

° Keeping Good Records

Good records help establish the value of volunteer contributions. Solid, accurate facts and figures are one thing that foundations and other funding institutions like to examine. Keep records on:

- (1) Number of volunteers recruited each month.
- (2) Total number of volunteer hours each month, and concise descriptions of accomplishments.
- (3) Total number of volunteers currently active. The term "active" refers to volunteers who have indicated a willingness to work on projects as well as those who have actually donated their time. A volunteer should not be considered "inactive" unless he or she has shown himself to be unavailable or otherwise indicated an unwillingness to continue).
- (4) Cumulative number of volunteer hours since beginning of WLP (the total number of hours reported or recorded).
- (5) Complete listing of all material support costs that have been donated to the WLP. This includes a wide variety of items such as office space, telephone service, printing, word processing and typewriting equipment, supplies, transportation, and others such as preparing public relations materials.

4. Image Enhancement and Symbolic Support

Since 1981, a number of changes have become evident regarding how Vietnam veterans are perceived by the American public. The trend is towards presenting to the public a healthy, more accurate image of Vietnam veterans. Some media still emphasize the sensationalized theme of the unstable Vietnam veteran, although less frequently than in the 1970s.

The old negative image is giving way to a new "solid citizen" image. It has become an honor for a person to identify himself or herself as a Vietnam veteran. A majority of people have empathy for Vietnam veterans. A broad base of public support has developed and is expected to remain strong.

President Ronald Reagan acknowledged this change towards the Vietnam Veteran when he spoke to WVLP participants at the national training conference, on January 28, 1983:

"A large amount of favorable media attention to this program has been attracted and has done much to destroy what was a very false stereotype. I can't help but wonder if the media had been as helpful while the war was going on and while you were there, there might not have been the stereotype to begin with."

Edward Timperlake, a former national director of the WLP, described the media and communications task as follows:

"Our job was really two-fold. We had to address the problems of underemployment and unemployment among Vietnam veterans and also the problem of a false stereotype of the Vietnam veteran as victim and loser. Really we couldn't impact on the former without also working on the latter.

"If an employer stiffens up, for example, when an applicant in a job interview says he is a Vietnam veteran, it is likely that the employer is thinking he is only asking for trouble if he hires the applicant. And chances are he won't hire the Vietnam veteran. This was the attitude of too many employers before the leadership program came along."

"The Vietnam veteran was portrayed as a loser. That stereotype was a cliché that was bad for the veteran and bad for the country. I came aboard the leadership program because I wanted to do everything I could to change the image."

Thomas Pauken, Director of ACTION, presented the following perspective on the problem in 1981:

"The Vietnam veteran was portrayed in the late 60's and early 70's as little more than a drug-crazed killer. Now we are portrayed as guilt-ridden victims . . . I've had enough. More than 80% of the Vietnam veterans who came home have made a successful transition back to civilian life and are doing fine. There are those that still do need help but it does them no service to encourage them to wallow in self-pity or reinforce their doubts about their own self worth.

"I have been tremendously impressed by the caliber of men who want to participate in the Vietnam Veterans Leadership Program. We want it known that there is no shame or stigma to being a veteran of the Vietnam war."

Consistently, the WLP network has sought to deliver the message "Vietnam Veterans are Winners," and "Vietnam Veterans are a Leadership Resource." There is evidence that the public is beginning to receive the message. Other changes in society have also affected this change for the better, symbolized by the resurgence of traditional values and pride in America. Among the indicators of change are the National Salute, with its parade that Vietnam veterans organized for themselves, and the fundraising, construction and the dedication of the Vietnam Veterans Memorial in Washington, D.C., all of which were arranged by Vietnam veterans.

The WLP has helped, too, with its hundreds of widely publicized events that have been held in 41 states during the past 36 months. Every event staged, and every technique used, has served public relations as well as programmatic purposes. A description of highlights on techniques being used to promote the positive image is presented in Attachment No. 9.

The WLP's activities in promoting a better and more accurate image varied widely. In some locations WLPs have made direct contact with key local media personnel to insure that any news event potentially damaging to the image of Vietnam veterans is also analyzed with the intent of objectively seeking rational explanations for the behavior involved, especially in cases where a veteran has problems, and in cases where some crime has been wrongly attributed to a Vietnam veteran. The following examples illustrate other highlights on how the message is being delivered to the American public:

° Newspapers

More than 700 news articles have been published on the WLP in the 41 states having WLP's. These were compiled into three books by the national office covering the three-year period 1981-1984. The following articles are only a small sampling of what has been published:

- (1) "Vietnam Veterans - Creating Image," July 1, 1982, Baltimore Sun, an interview with Mark Treanor, Maryland's WLP volunteer chairman.
- (2) "Sam Bartholomew, Even as a Civilian He's Still a Patriot," front page feature Lifestyle section, Nashville Banner, July 4, 1983, an interview with Tennessee's WLP chairman.
- (3) "Program Aims to Improve Image of Vietnam Veterans," Richmond News Leader, June 15, 1983, an interview with Carl White, Virginia WLP program director.
- (4) "Vets to Get Help from Vets," Detroit News, December 6, 1983, an interview with John Todd, Michigan's WLP chairman.
- (5) "Vets Seek Help from Each Other," Los Angeles Times, January 2, 1983.

° Major Magazines

The first major story that the WLP placed was a three-page U.S. News and World Report feature (March 29, 1982), "8 Vietnam Veterans Who Came Out Winners."

Articles in major magazines, such as the U.S. News and World Report and Parade articles, have helped portray Vietnam veterans in a positive and accurate light and have also publicized the need for WLP volunteers. Such articles have generated thousand thousands of inquiries from interested veterans and others. A "fact sheet" followed the articles, along with a "soldier" booklet, which were basic information tools used to answer these inquiries.

One of the most recent gratifying successes is an 11-page full-color feature in "Across the Board - The Conference Board Magazine" entitled "The Separate Peace of White-Collar Veterans." This article was generated by the New York WLP, features WLPs from around the country and is circulated in executive offices and board rooms.

° Books

While the following books were not written as WLP projects, they were written by members of the WLP national network. They present vivid portraits of what Vietnam veterans have experienced. The book, For Self and Country, October 1983, by Rick Eilert, a first work by a first time out author, received favorable reviews from the Washington Post and the Washington Times on the same day. James Webb has published two best-selling books called Fields of Fire, and A Sense of Honor. Webb's latest novel is entitled, A Country Such As This. Tom Carhart has written two books, entitled, Battles and Campaigns in Vietnam (Crown Publication, 1984), and Above the Rest (to be published by William Morrow, Inc., in 1985).

° Radio and TV Coverage

WLP members have appeared several times on national network news. This has included the following:

- (1) CBS "Sunday Morning" Show - November 7, 1982
- (2) National Public Radio - November 1982
- (3) NBC Network News - January 29, 1983

Numerous efforts have been made successfully to interject substance and positive viewpoints into the public media. NBC Nightly News, for example, has carried WLP stories over the past two and one-half years including a special report on Steve Brixey, a former Virginia WLP board member and Texas Instruments executive.

It has also become somewhat fashionable since 1981 to be a Vietnam veteran television character: the young policeman on T.J. Hooker, and the lead roles in the Magnum P.I., Riptide and A-Team TV series. Vietnam veterans are not yet seeing exactly what they would like to see on TV, and yet this is a step up from the recent time when the only Vietnam veteran characters allowed on television were psychos and convicts.

° Film

The National ACTION/WLP office produced a documentary film called, "When Their Country Called." It has been shown on dozens of local television stations from Alaska to New York, reaching hundreds of thousands of viewers. "When Their Country Called" has been aired at least twice on PBS's own Channel 26 in the Washington, D.C. market. All or part of this film has been shown also on NBC Nightly news and on major cable networks such as Ted Turner cable, BIZNET, and the Christian Broadcasting Network.

In addition, the WLP has worked with the Pentagon reviewing scripts regarding Vietnam and giving input on whether or not the Pentagon should lend military assistance or approval to independent film projects.

° Posters and Brochures

The WLP has produced two full-color posters, one of which was prominently featured in the U.S. pavilion at the Knoxville, Tennessee, World's Fair and was displayed in every United States postal facility for nearly a year. Local WLPs have distributed thousands of copies of these posters in more than 40 regions of the United States, especially in mailings to employers.

The first poster featured the artwork and slogan prepared by noted Vietnam veteran artist, George Skyeck. It showed military ribbons related to Vietnam, and displayed the slogan, "What Does America Do With Experience Like This? Put it to Work!" The second poster

presented the slogan, "We Haven't Mothballed our Experience — It's Still Working for America." These posters and their wide distribution helped defuse the negative stereotype and gave employers a more positive impression of veterans. The slogan also gave the veterans a sense of self worth.

° Recognition Events

The WLP network has organized hundreds of recognition events and other activities that lend symbolic support to Vietnam veterans. These have included parades and proclamations designating Vietnam veterans "day" or "week," luncheons, banquets, and memorial services. Construction of memorials was the most common symbolic support activity among the 47 WLPs. This included fundraising for memorials throughout the country as well as securing land from local government, and supporting legislation that would assure the inclusion of a memorial in the state budget.

One basic memorial-building strategy was that government should, as a matter of responsibility, provide funds necessary to build memorials. This strategy is being followed in Maryland, for example. Others have chosen to raise funds in the private sector, thereby preserving as much control as possible. Arkansas is an example of a program which has chosen this strategy. Buffalo is an example of a combination strategy, getting land and money for their memorial from public and private sources.

These activities express a deep-seated and natural urge to provide concrete expressions in ceremonies that aid memories. They also have important practical effects.

When WLPs engage in symbolic support activities, such as memorial-building, they encourage their fellow veterans. Symbolic support activities are planned and pursued to encourage veterans to see themselves as healthy and effective — leaders with something to offer society because of their experience and their example of service.

WLPs have learned many valuable lessons — especially with regard to dealing with the media — in the process of pursuing these symbolic activities. The process has also opened up valuable lines of communication with media officials and with agencies such as state governments and legislatures, city officials and veterans service organizations.

Many times these symbolic support activities involve the staging of events such as parades or dedication ceremonies which require interactions with many sorts of businesses in the private sector — hotels, transportation concerns such as airlines, beverage distributors and others. WLPs such as the Louisiana program have developed creative methods of involving these private sector concerns and providing them with recognition in return for services. Most often, such involvement uncovers more Vietnam veterans in key positions who are eager to volunteer and strengthen the network.

The same process occurs in the public sector. Even when a WLP chooses to embark on a privately financed memorial, extensive liaison, coordination and approval is required from governments. As in the private sector, effective new volunteers are often uncovered.

The job is not finished but there is evidence that the public is beginning to receive the message. There is still a need, however, to continue to strengthen the WLP's media skills and relationships. Eventually, the the leadership network could come to be viewed as a resource on a wide range of issues of concern to this country and its counsel sought as a matter of course by the print and broadcast media. The following suggestions point the way and are based on lessons learned during the past three years:

- ° The most useful tool for the development and growth of any non-profit organization is the news media. It should be effectively utilized in all of its modes - TV, radio, newspapers, magazines. Continual emphasis on the local levels needs to be maintained with local media as well as regional and national media. Efforts should continue at the grassroots level for a strong positive media campaign.
- ° The American public has shown a desire to know about Vietnam veterans doing new things for themselves, their families and communities. Use the media to promote positive accomplishments of area veterans. Identify successful veterans in industry and government and refer to them. Success stories make great feature articles, the more about veterans helping each other and their communities the better. This selfless giving represents in fact the full expression of the Vietnam veteran as a leader.
- ° Separate the war from the warrior, and the WLP from partisan politics. The WLP is a self-help organization and welcomes its support from a wide range of segments and philosophies in mainstream American society. Regarding support, inform leading officials who are involved in service to veterans and state and local leaders of major veterans organizations prior to major public announcements.
- ° Continue with the full range of promotional activities keeping in mind that genuine purposes and "real" news items are needed to keep medias' attention over a period of time. Set the agenda in each event, so that volunteers involved can concentrate on WLP efforts and not get side-tracked onto other issues. Copies of press releases as well as news articles can be mailed to other parties such as corporate executives, community groups, and local and state elected officials.

5. Employment Opportunities

The Vietnam Veterans Leadership Program was established to help fellow comrades. It identified as one of its highest priorities the need to obtain meaningful employment for veterans. In coping with a changing society and economy, the question posed was not how many placements could be made each week, but how many veterans could turn their lives around in the long term for the better. This goal, if achieved at a significant scale, would benefit the veteran and his family as well as society.

One outstanding example of a similar approach on a much larger scale is the record set by the federal government in hiring veterans. The 40th anniversary of the Veterans Preference Act of 1944 was celebrated on June 27, 1984. The U.S. Office of Personnel Management announced that 73,016 veterans were hired by the federal government during fiscal year 1983. This was 22 percent of all federal hires for that year, bringing the overall percentage of veteran employment in the federal government to 38.6 percent in non-postal agencies and 41.8 percent in the Postal Service. Of the 73,016 veterans hired, 6,059 (8 percent) were women; 19,138 (26 percent) were minorities; and 4,204 (6 percent) were 30 percent or more disabled veterans. Seventy-nine percent of veterans hired were Vietnam era veterans. These increases were achieved during a period in which overall federal hiring declined.

More examples like this are needed, and the VVLP network set out in 1981 to set another example of how to broaden the effort throughout society. Its objectives have been to:

- ° Create an aggressive network of outreach and public information activities that locate job training and job placement opportunities for veterans in the public and private sectors.
- ° Seek employment for underemployed veterans at their full professional and skill levels.
- ° Identify veterans in need of services and refer them to appropriate training and supporting services, bringing all veterans into competitive job markets fully prepared and ready to succeed.

One measurable result of the WLP's work is the placement of 2,943 veterans into jobs, most of which have career potential typically unavailable through conventional job service programs. This is an impressive performance record when it is taken into consideration that employment was not the only goal or sole activity of the leadership program, and that a typical WLP placement was at a wage level above that of the typical placement made by other government employment services. If allowance is made for the fact that a program takes about six months to become effective, the average number of placements per month would increase.

These data do not nearly reflect the total WLP impact on job placements. The per placement cost would drop even lower due to the fact that the main WLP involvement may have been indirect, such as referrals and "Hire A Vet" campaigns, that resulted in placements that were not reported. In addition,

state and local WLPs have been hesitant to claim credit for placements for which they are not totally responsible. They have tended to err in the direction of underreporting if the possibility for misrepresentation existed.

The list of WLP participation in employment initiatives on behalf of the Vietnam veteran is exhaustive. Coordination has occurred with veterans service organizations, community colleges, state employment services, and numerous employers to find job openings that can be made available to Vietnam veterans. Thousands of veterans have been counselled and referred to employers and other agencies for help. Whatever the local situation, each WLP dedicated itself to finding remedies and brought its leadership to work on the employment problem. A summary of individual highlights of what has been done in the national WLP network is presented in Attachment No. 10. The attitude has been that there is no greater contribution Americans can make than to insure that each and every Vietnam veteran has a real opportunity to put his or her discipline, loyalty, and experience to work in a worthwhile job.

In response to the "job readiness problem," WLPs made one of their most significant contributions to the unemployment challenge. There were many cases where the process of finding meaningful employment for the veteran was quite complex. As a result of its direct involvement with veterans, the term "job ready" was introduced into the employment lexicon. This term basically conveys the idea that there are a number of prerequisite steps that need to be taken to make the veteran ready to enter the competitive job environment, even though the veteran may be otherwise qualified.

Every WLP had to deal with the necessity of finding jobs and upgrading the circumstances of individual veterans, many of whom were "hard core" unemployed. The process of helping these individuals was a comprehensive one, and involved a number of different steps and requirements such as job readiness, employment skills assessment, resume preparation, locating the employer, interviewing—each of which can be critical in obtaining the right job.

To various degrees, project directors were able to assist veterans in these areas. In many WLPs, special assistants were added to the staff. Once the employment process was understood, however, an effort was made to insure that the entire scope of assistance could be provided—whether by the director himself, by an employment specialist, by referrals elsewhere, or by "self-help" job service manuals developed by the WLP. Separate career development courses and job readiness seminars were developed which provided or directed the veteran to a source of assistance. In essence these courses focused on providing the veteran with a better perspective on evaluating himself and his relationship to the job market and assisted him in utilizing his inner strengths to meet the challenges ahead. The objective was always to find employment in a veteran's most productive capacity, rather than to "get-any-job" for the short term, although that sometimes became a critical necessity for veterans with families to support.

The effectiveness of these courses was increased by a sense of mutual support that developed among those attending. In some states where these types

of courses were not developed, arrangements were made with local community colleges to have the same type of assistance provided.

In summation, WLPs which are participating in jobs programs, through their personal services or those of agencies with which they closely coordinate, provide a comprehensive job service program, from outreach to the veteran to helping employers develop jobs for veterans. A description of a model job readiness and search process from the viewpoint of the veteran has been proposed based on the national WLP experience and is presented in Attachment No. 11.

Currently, a system is under development to deal with Vietnam veterans' unemployment by applying computer technology on a national network level. It would establish a computer job bank with an employer/employee matching service in support of WLP's employment objectives. With WLP participation, the system integrates significant private sector resources and data bases with public sector data bases and a national network of users.

If this initiative is successful, WLP will have created a cost effective system that employers will seek out when they have jobs to fill. Veterans and others may use it when they need to find a position with career potential. The WLP is presently working to implement this system as quickly as possible in order to improve the performance of veterans' job development and placement systems and programs, particularly the Emergency Veterans Job Training Act. A description of the proposed computer system is presented in Attachment No. 12.

The following examples of successful employment efforts have been made by leadership projects. They were selected to illustrate different approaches to a complicated process:

- ° Northern California

A Job Development and Personnel Clearinghouse has been formed which coordinates Northern California with the WLPs in San Diego and Los Angeles. Extensive use of the media serves as a basis for which the WLPs counsel and screen veterans and assist employers in providing training programs through the EVJTA.

Between May and July 1984, an extensive market test and media campaign of promoting WLP and announcing the programs supported by WLP was accomplished. Five communities located in strategic population centers were identified and simultaneous press conferences were held in San Diego, Los Angeles, Fresno, Sacramento, and the San Francisco Bay area. The WLPs announced the statewide Jobs Network for Vietnam veterans and a personnel clearinghouse for employers and also announced the opening of a statewide toll free hot line (800-JOB-WLP). The EVJTA and the National WLP were also discussed. This effort resulted in excess of 330 minutes of television coverage and ninety minutes of radio coverage in a population area that includes approximately 250,000 Vietnam era veterans.

The initial response to the July 9th statewide press conference that announced the job network exceeded all expectations. For example, during the first month of operation (July, 1984) 1,153 veterans contacted the hotline and were referred to volunteer interviewing agents in their communities. The first month 22 veterans were placed in jobs with the private sector and the Internal Revenue Service has begun to interview those veterans referred by WVLP under their VRA and disabled veteran hiring programs.

There are currently six veteran organizations in addition to three government agencies and 18 newly identified employers from the private sector participating fully in the job network. As of August 1, 1984, the network has listed over 1,900 job opportunities. These employers are not only willing but eager to interview applicants from the network.

The objective of the first phase was to establish a hotline (1-800-JOB-WVLP) through which Vietnam era veterans and prospective employers could be linked on a statewide basis. Second phase objectives included the development of a network of federal agencies and private employers that would be willing to consider Vietnam era veterans as prospective employees and to encourage the participation of established veteran organizations in the network.

Both phase I and II have been successfully concluded and represent a first step in the development of an all volunteer network. In the next phase the goals will include bringing together and formalizing network relationships between the veteran organizations, private companies and federal agencies. An effort will be made also to focus on the issues surrounding unemployment and job development, which are two of the most important and lingering problems of readjustment still faced by Vietnam veterans.

° Southern California

Through the recommendation of its Chairman, the WLP in Los Angeles initiated a one-on-one program whereby successful Vietnam veteran volunteers worked individually with unemployed and underemployed veterans to assist them in obtaining a job. Through the Retired Seniors Volunteer Program, the WLP obtained the services of a former employee search specialist who devotes three days per week to assisting unemployed veterans. Eventually the employment record of the WLP became so successful that local employers now provide information on job openings as a matter of routine. Recently coordination has been established with the Northern California and San Diego WVLPs to establish a statewide employment network supported by extensive media coverage and a hotline for direct assistance.

° Georgia

The Georgia WLP took advantage of its volunteer support to create a continuous media campaign which has attracted the overwhelming interest of both veterans and employers. With the support of cable television, newspaper writers, and the professional sports teams, continuous publicity on veterans employment is presented on television, in the newspaper, and at athletic events.

The coverage has led to one of the network's most effective job placement programs. The demand of veterans for assistance is so great that the staff of the WLP has been augmented by a jobs specialist who is co-located with the Veterans employment service. With the assistance of volunteers and donated space, the WLP conducts employment seminars which are usually filled to capacity.

° Hawaii

A successful employment program has been developed through the optimal use of the media, particularly Public Service Announcements (PSAs). Through the use of PSAs, the awareness of employers has been stimulated and the role of the WLP has been publicized. Utilizing its status as a non-profit corporation, the WLP has obtained use at no cost of an IBM computer and letter-quality printer. The computer is programmed to match employer requirements with the skills of candidates, many of whom are interviewed or counselled by the Project Director.

The Hawaii WLP employment program received substantial assistance from its Board of Directors who conducted an active outreach to employers through public speaking and also created a network of businessmen to provide information on job opportunities to the WLP. Their assistance was supplemented by the PSAs which were aired frequently. An example of the WLP network in action took place when the WLP assisted a veteran in obtaining a loan for a construction business and he reciprocally was able to hire Vietnam veterans as employees.

° Houston

The Houston WLP has made a substantial contribution to the national network by providing and making available to veterans free literature and job guides that are being used and imitated by other WLPs. These materials provide comprehensive detailed guidance to the veteran and employer. This insures that the veteran who cannot obtain direct assistance can increase his chances of employment through his own personal effort. To date, these materials include:

- (1) The "Job Seekers Guide" has proved to be a valuable tool for the unemployed veteran and particularly in his effort to market the EVJTA in Houston. It provides him with essential job hunting information for creating that all important good first impression, while giving him confidence to discuss the EVJTA program to a potential employer. Contents include guidelines for goalsetting, application and resume writing, going to job interviews, and finding funding resources. Demand has been so great that additional copies had to be printed.
- (2) In addition to its "Jobs Seekers Guide," the program distributed its new "Veterans' Marketing Plan." Sub-titled, "Step-by-Step Procedure in How the Veteran Can Find Meaningful Employment Through the Emergency Veterans Job Training Program," the publication like the "Job Seekers Guide," is intended to prepare the veteran to find the best possible career opportunity.

Contents include information on EVJTA, interviews' role-playing, and sound principles for successful living. The EVJTA Marketing Plan is incorporated into seminars, the latter apparently contributing significantly to the fact that Houston has experienced the greatest EVJTA success in the country.

- (3) The "Directory of Veterans' Services and Resources" provides the veteran with virtually everything he needs to know in order to contact an agency, organization, or service group. Categories range from Agent Orange information and financial assistance to how to go into business.

The Houston VLP has held employment seminars every year. In 1984, six were held, with DOL Veteran Employment Representatives attending each seminar. EVJTA sign-ups/employer application and the Houston EVJTA Marketing Plan were distributed along with the 56-page "Job Seekers Guide." Veterans were taught skills in resume writing, interviewing, phone contact, and employer outreach. Employment information was provided, veterans were instructed how to market themselves to employers by using EVJTA as an introductory vehicle. One thousand veterans attended the third seminar.

Since the adoption of the Emergency Veterans Job Training Act (EVJTA), the Houston VLP has worked closely with the Veterans Administration and particularly the Department of Labor to insure this program succeeds in Texas as well as in Houston. The Houston VLP held two press conferences with the Governor, who personally sent out 280,000 letters to employers throughout the state soliciting private-sector involvement.

The Houston VLP Director was appointed by the Mayor, with approval by the Governor, to the Private Industry Council in Houston and serves on the Job Training & Partnership Act Committee. As a JTPA member, the VLP Director has widely disseminated EVJTA materials through SDA's members.

In late 1983 and early 1984, the Houston WLP launched a massive information campaign to alert and educate veterans and employers concerning the EVJTA program. So extensive was the month long effort, that the VA Regional Office changed their phone number as a result of the number of calls. Simultaneously with this effort, the WLP did a direct employer mail-out with a "mini resume" announcing a list of veterans currently available for employment.

° Idaho

The Idaho WLP obtained the services of volunteers who organized and gave "Positive Image" and "Fear of Success" seminars. These volunteers also established Affirmative Action teams which selected and contacted specific employers to advocate the hiring of veterans and explain employment incentive programs. The WLP was also responsible for arranging employment seminars and providing employment information at job fairs throughout the state.

° New York City

The New York WLP has had one of the more comprehensive involvements with employment of veterans. In its initial stages, the WLP conducted a mentor program whereby successful volunteer veterans worked one-on-one to hire unemployed or underemployed veterans.

As the program continued, the WLP became aware of the paramount importance of the veteran's personal motivation in obtaining employment. A firm that conducts career development seminars for executives put together a 21-hour course for the New York WLP. Entitled "Basic Training for Careers," the program involves class plus homework over a two-week period. Veterans complete the course with an objective self-assessment, understanding of realistic career goals, a resume, and knowledge of interviewing procedures and salary negotiations. The WLP then assists in contacting employers. The course aims at producing a highly motivated veteran who has been thoroughly prepared for a competitive market.

The WLP's employment efforts have been aided with the donation of an Apple Computer system. With the computer, it has become possible to update the employment status of hundreds of veterans continuously.

The New York WLP also made a significant contribution to the program nationally by utilizing the assistance of its volunteers in getting an article on the national program published in Across The Board, a prominent magazine for business executives nationwide.

° Niagara Frontier (Buffalo, New York)

By obtaining grants from the State of New York, the WLP in Buffalo has maintained a Regional "PIC Extension" Mobile Van Outreach Program which extends the employment services of the WLP to eight counties in western New York. The van program selects locations in the eight county area where employers are hiring and links these employers up with job placement people who work with the heaviest concentrations of unemployed Vietnam veterans, including referrals to the independent "Veterans' Helping Veterans Center" and the Veterans Administration's Outreach Centers. During 1983, the Buffalo WLP employed a full-time job specialist who supported veteran job placement efforts being made by the van and by the Private Industry Council. This direct assistance resulted in an immediate increase in the number of placements made.

A computer-based "VETNET" and periodic newsletter are used to disseminate information on jobs and veterans affairs. A speakers bureau is operated through the van program, as are corporate and small business presentations, veteran outreach and referral workshops, seminars and high visibility community events. "Operation Monument" was the largest such effort helped by the van program, raising \$120,000 for the Vietnam Veterans Monument of Western New York. The Buffalo WLP more than fulfilled its employment goal of staging at least one major event each month which would develop new job opportunities.

In 1983, the WLP of the Niagara Frontier coordinated with the local Private Industry Council to implement a relocation supplemental payment plan for displaced workers. Under this plan a worker who has become unemployed in a declining industry with little likelihood of reemployment could be subsidized for up to \$600 for expenses required to relocate in order to apply for or begin a new job. Although very promising, PIC funds for this program ended in October 1983.

° Ohio

The Ohio WLP has developed one of the most comprehensive employment programs of all the WLPs to include assisting other state programs involved in placement of Vietnam veterans. The WLP has developed grants which secured funding for veterans Job Placement Services in Columbus, Akron, Toledo, and Dayton and conducted job fairs which have developed more than 100 job openings for veterans. More than 700 veterans have attended job-readiness seminars. This "Career Development" program was developed in cooperation with veteran service organizations and was extended statewide by conducting resume writing and job interview seminars throughout Ohio.

WLP volunteers succeeded in obtaining state support for the assignment of additional DVOPS to assist veterans and in appealing to business and community leaders throughout the state to give preference to veterans in their hiring practices.

In 1984, the WLP initiated a national computer network for Vietnam veterans which includes a national locator service, online conferences, and two-way computer communications. The WLP worked with Compuserve to develop the computerized communications system to help veterans in finding employment, the first system of its kind in the nation. It is hoped that this system will eventually be expanded throughout the WLP network to provide assistance to veterans in all 50 states.

° St. Louis

Excellent success in employment has been achieved by capitalizing on the WLP's experience as a non-profit employment agency for veterans. State and federal grants have been procured which include the Vietnam veterans within the categories of those eligible to be serviced. In this way, the St. Louis WLP has achieved the highest number of veteran job placements of all the WLPs. Continued success in effecting placements at a significantly low cost per placement has resulted in the continuous acquisition of grants under which seven staff members are employed full-time to assist with job placements.

A major reason for the employment success of the St. Louis WLP was the expeditious use of its volunteers. Approximately 350 volunteers actively inform the WLP of job openings as they become available at their places of employment. These job vacancy notices are immediately referred to the WLP data bank for matching with qualified veterans. Volunteers who work for the media have also assisted the WLP by insuring that two news articles on veterans employment are published monthly in local newspapers which include information about the WLP's employment program. These articles have resulted in inquiries by numerous businesses.

The St. Louis WLP provides the following services:

- (1) Job placement service and training services
- (2) Free food and clothing
- (3) Temporary, emergency housing
- (4) Volunteer lawyers to assist in eliminating legal stumbling blocks to employment of veterans who have received detrimental discharges or have past criminal records

° Tennessee

The Tennessee WLP was able to effect a large number of job placements by having a member of Employment Security and a volunteer from a private employment agency work directly with the WLP in interviewing veterans. Initially the WLP submitted lists of its qualified veterans among the Board of Advisors, and eventually members of the Board began to submit lists regularly of job openings to the WLP.

The heads of local corporations are contacted directly by WLP volunteers. They are encouraged to make job vacancies available which are not ordinarily published. The WLP then refers prescreened candidates for job interviews. The WLP also conducts weekly job search seminars for veterans, and disseminates information on federal employment programs.

Nationally, the WLP network is helping implement new federal job programs. The Job Training Partnership Act (JTPA), for example, makes provisions for services that are exclusively for "Vietnam era, service-connected disabled veterans and recently separated veterans." The first round of funding under the JTPA began in December, 1983. At least ten WLPs have been awarded grants by the Department of Labor with about 15 more still pending as of August 10, 1984. Among the WLPs to whom JTPA grants were awarded were New Mexico, Georgia, St. Louis, Maryland, Louisiana, Kentucky and New Jersey. The New Mexico WLP became the first WLP in the nation to receive a grant under Title IV C of the JTPA, in February 1983. A ceremony was held in New Mexico to gain publicity for the WLP's efforts to help implement the JTPA. In attendance were Senator Pete V. Domenici, Deputy Secretary William Plowden, Joe Juarez of Department of Labor and members of the veterans community. Other WLP's nationwide have since applied for funding and have helped arrange for veterans to be appointed to Private Industry Council Boards of Directors.

The WLPs discovered that volunteer contributions played a significant part in serving serving as a source for in-kind, local matches. As a rule WLP grant proposal requests which were not awarded were denied because of competition for Title IV C funds within the state and not because the proposals were incomplete or inappropriate.

Acquisition of these funds to support WLP employment goals was particularly appropriate because of the lack of emphasis which had been given to assisting Vietnam Veterans under the Comprehensive Employment Training Act. The JTPA specifically allotted funds for Vietnam veterans under Title IV C of the act.

The due date for the second cycle of JTPA funding was September 1, 1984. This cycle of funding was particularly attractive to WLPs because it provides support for programs to implement the Emergency Veterans Job Training Act, which is more in line with the program's assessment of Vietnam veterans' true employment needs. At a minimum, WLP services for JTPA and EVJTA clients consists of outreach, assistance with acquisition and preparation of necessary forms, work history review to determine job skills and potential and reference to employer or additional job service if necessary. Some examples of these WLP/JTPA programs follow:

- ° The Georgia WLP is administering a state-funded (Title IV C, JTPA) job program. Prior to award of the grant the program demonstrated its ability in the field by counseling over 700 veterans and placing 210 in jobs.

- ° On May 14, 1984, the Kentucky WLP received official notification that they were approved by the Department of Labor to receive \$71,300 through JTPA Title IV, Part C for their Career Enhancement Program. Part of the program that will be financed by the JTPA involves the use of a series of video-tape cassettes from the Wilson Learning Corporation. KWLP Volunteers will be acting as trainers and facilitators in the classroom with their materials. WLC is sending the man who developed the cassette material (the PACE system), Dr. Jim Newman, to Louisville to train the WLP's volunteers.
- ° The Louisiana WLP is administering a state-funded (Title IV C, JTPA) job development, counseling and placement program. Through the program's job directors in New Orleans and Lafayette, the Louisiana WLP will provide direct services to complement existing services. Prior to award of the grant, WLP demonstrated its ability in this field by placing 91 veterans in jobs.
- ° The Maryland WLP is administering a state-funded (Title IV C, JTPA) job program intended to publicize EVJTA to both veterans and employers throughout the state. The MWLP directs the public information component of the state's Veterans Employment Program, which was itself initiated by the WLP and designed in cooperation with state officials. Extensive contacts are also being made with private businesses. One of the unique features of this program is its objective to help upgrade DVOP's capabilities in the field, working with community colleges, and to enhance the image of the Job Service in the minds of businessmen throughout Maryland. Such efforts to help the Job Service are entirely consistent with legislative intent and regulations, and are expected to help the Job Service instead of competing with it. Copies of the MWLP's EVJTA package were mailed to all WLPs in the nation to serve as a model.

Another significant federal initiative is the Emergency Veterans Job Training Act (EVJTA) of 1983. It provides \$150 million a year for two years for training long-term unemployed (15 out of the last 20 weeks) Vietnam era, disabled and Korean war veterans in occupations requiring the use of new technological skills, or in occupations in which the demand for skilled workers exceeds the supply. The EVJTA will provide up to \$10,000 per veteran in on-the-job training or institutional training directly related to needed job skills. The training time must not be less than six months and with special approval from the Veterans Administration, not less than three months.

The new job training program is being administered primarily by the Veterans Administration which will have responsibility for eligibility determination, program approval, and payment to employers. The Department of Labor will have primary responsibility for outreach, job development and other supportive roles.

The Emergency Veterans Job Training Act is considered to be the first realistic Federal attempt to address the true unemployment problems of Vietnam veterans. Prior to the EVJTA, federally subsidized programs for Vietnam veterans placed them in the low-income category and produced primarily minimum wage jobs. In addition, educational programs were not consistent with the demands of the job market. As a result, many veterans were not only unemployed, but also underemployed and misemployed. Also, no program had been developed to compensate the veteran for the time lost earlier when he served his country while his peers who did not moved up the career ladder. The EVJTA presents the first opportunity for many Vietnam veterans to make up for those past deficiencies.

The inclusion of the implementation of EVJTA under the JTPA has prompted many WLPs to seek support under the latest JTPA funding cycle. The WLP is playing a crucial role in the program by working with employers to develop meaningful career opportunities and to help veterans take advantage of those opportunities. By upgrading the quality of job training being developed under the EVJTA, the WLP will help Vietnam veterans rise above the status of welfare client and achieve his full earning potential.

The WLP's involvement with the implementation of the EVJTA has produced results in all aspects of the process of finding employment for the veteran. This includes direct contact with and assistance to the veteran at the WLP, inducing businessmen in the volunteer network to hire veterans, coordinating with the Veterans Administration in identifying veterans and employers, and offering seminars to veterans and employers.

Through its network of successful volunteers, the WLP is able to obtain access to many career and high-salaried jobs which are not ordinarily made available to conventional job service agencies. Knowledge of the availability of such jobs is essential to the fulfillment of the EVJTA's goal to procure long-term career employment for its clients.

Another potential contribution is networking at a national level in order to relocate veterans to more suitable jobs in different regions. This type of service is urgently needed for veterans who live in regions of high, chronic unemployment which results in large numbers of displaced and dislocated workers. This networking has already taken place between a few of the WLPs, and the national WLP recently submitted a proposal to obtain Department of Labor support to establish a network among many states.

Some examples of WLP/EVJTA programs follows:

- ° The Arizona WLP is referring veterans to the local job service for EVJTA certification. They are also running public service announcements (PSA's) on radio and television encouraging both veterans and employers to contact the WLP office for EVJTA information. Poor response to PSA's has led to direct-mail canvassing of employers and development of a personal contact plan for statewide coverage.

- ° Through their volunteer network, the Delaware WLP has had an average of five employers call per month for more information on EVJTA. Through DVVLP's efforts, the Veterans Administration's response to this program has more than tripled according to their offices.
- ° The Florida WLP and LVERS and DVOPs from the Orlzando Job Service have a total of 33 certified veterans enrolled in EVJTA. As a result, 21 EVJTA placements were made.
- ° Influential Vietnam veteran businessmen have enabled the Hawaii WLP to establish one of the most effective employment efforts in the program. In addition to using of its volunteer network to provide employment assistance, the WLP has played a major role in the state's acquisition of federal funds to support veterans employment. It is directly responsible for qualifying one-third of the training programs under the Emergency Veterans Job Training Act. The employment program is supported by daily ads on local television. The HVVLP*office is also exploring alternatives to improve service by the DVOPs.
- ° Iowa WLP is working on a project with the Des Moines Area Community College to hire veterans. They are using the EVJTA for Greyhound Bus Lines openings in joint DMAOC/Greyhound training programs that are being developed.
- ° The New Mexico WLP addressed the Bernalillo County Commission regarding the EVJTA. On a motion of the Chairman, the county manager was instructed to determine how many veterans were already working for the county and to hire as many more as possible using EVJTA. The Bernalillo County Personnel Manager then informed the New Mexico VVLP that a full 45 percent of the county employees were veterans and the two most recently hired were under EVJTA. He assured the NMWLP that future hires would be under this Act.
- ° The North Carolina WLP has compiled a list of employers who are interested in EVJTA and is following-up individually.
- ° The Vermont WLP has begun an effort to implement EVJTA. A press conference was held with Lt. Governor Smith, Congressman James Jeffords, and VETS and Veterans Administration officials. There was a presentation made to the State Apprenticeship Council, the Consolidated Employment and Training Council, and the Veterans Administration Civic Council on the EVJTA. Approximately 20 employers were contacted and 22 EVJTA positions were filled as of August 1984. Also an employers information packet was developed on EVJTA and 60 have been distributed to date.

The WLPs have been able to formulate some general conclusions about the Act and its implementation. Although no supporting statistics are available, indications are that the vast majority of veterans employed directly or indirectly under EVJTA by WLPs are still on the job. Throughout, the WLP has approached the task of employer outreach from the position that veterans are good, able workers who have demonstrated loyalty, ability to benefit from training and many other desirable employee traits. This has been received very favorably by employers.

Getting employers to participate has proved more difficult than obtaining the participation of veterans. Outreach, particularly to the employer, is not effective unless followed with personal contacts. The most crucial element to bring about the success of the act is an effective person who actively provides the connection between the veteran and the employer.

Along with the task of reaching employers, WLP has concentrated on efforts to match the right veteran with the right job. Again, the only effective means of achieving such a match has been direct, personal involvement. The Georgia WLP has succeeded in placing 77 veterans in EVJTA opportunities through the application of a direct, personal effort on the part of a dedicated employment specialist—Tony Hamilton. Moreover, the program has succeeded in placing individuals in high-paying opportunities, many in the aerospace industry.

In summary, it has been the experience of WLP that the Emergency Veterans Job Training Act is workable. It offers veterans a great opportunity to break out of the destructive cycle of underemployment and unemployment. Successful implementation, however, requires excellent cooperation between all parties, dedicated personnel committed to providing both employers and veterans with personalized, direct services and, throughout, a positive perspective toward the attributes veterans bring to job searches. Not to be overlooked in the process is the necessity of focusing on quality rather than quantity. The WLP has heard many reports of veterans being placed in very low-paying, entry-level jobs that hold little prospect of permanent escape from underemployment. There is no data on this but it is a rather persistent impression in the national network.

Based on the overall experience of the WLPs in placing veterans, the following general lessons have been learned:

- ° Finding employment for a veteran is a comprehensive matter and can require an extensive amount of time and effort.
- ° Conventional employment programs for Vietnam veterans apparently still do not produce many jobs above the low and low-middle income levels. Because this is a widespread impression among Vietnam veterans, it may explain the reluctance felt by many of them to make use of federal and state employment agencies.

- ° As often as not, job readiness and motivation are at least as important in finding employment for the veteran as is pursuing the right steps in an active job search campaign. Career development and motivation seminars and job-fairs were an integral part of most employment programs, based on needs that were identified in individual communities.
- ° The Vietnam veteran shows considerable interest in taking advantage of the new federal employment programs set up for his benefit.
- ° The JTPA, although implemented behind schedule and effective in assisting veterans at low income levels only, sets the stage for the EVJTA. The EVJTA more adequately meets the employment needs of veterans. The main drawback is that the requirement that a veteran be unemployed is counterproductive to the success of the act.
- ° Making contact with employers and finding job openings and commitments to hire Vietnam veterans remains a difficult problem area. Employers are wary of becoming involved with government programs because they feel they will be burdened with paperwork or forced to expose confidential information.
- ° The key to success in getting employers to hire veterans is a direct, person-to-person approach, by someone whose objective is to bring the employer and veterans together. The receptivity of the employer to hiring veterans is directly proportional to the reliability of the people who pre-screen and refer qualified job candidates. One good employment agent who has credibility can be as effective as an entire organization in terms of getting veterans hired into the right jobs.
- ° In most cases where WLPs have helped make substantial numbers of placements, a paid employment specialist was on the scene making daily contacts and followups. This type of expertise within an organization requires a budget for salary, fringes, and expenses related to job development and cannot be found easily through unpaid volunteers. Budgets should include money for these services.
- ° Mass mailings of "Hire A Vet" type material to employers and influential leaders were made by a number of WLPs in different states. No direct results could be readily identified from these mailings, although it is believed that they helped achieve other objectives such as promoting a positive image and good community relations.
- ° Getting everyone in different organizations to work together on behalf of Vietnam veterans is difficult to achieve. Local elected officials have responded very positively, as have a number of private businessmen.

- ° Community Colleges responded very energetically to developing counseling and training programs for veterans, and should be approached to help out whenever possible.
- ° An active effort by Veteran Service Organizations (VSOs) to facilitate the connection between the veterans and employer is crucial to the success of a government employment program.
- ° The Department of Labor, on the national level, responded effectively to the needs of the veteran as presented by the WLPs. At the local level the cooperation and effectiveness of DVOPs/LVERS varied with individual circumstances but, in general, reflected positively on the Department of Labor's ability to implement national policies at the local level. One of the most promising contributions from WLPs is to identify, and help implement, ways to improve the capabilities of DEVOPs/LVERS, and especially to improve their image and acceptance by private employers.
- ° While WLPs are not in the job placement business as its primary mission, it does have a major role to play as a catalyst and liaison with others to find jobs for veterans. The majority of funding received to continue programs after September 30, 1984, is attributable to the WLP's conducting itself in this role effectively and getting results. Funding sources recognize these employment efforts as being beneficial not only to the veteran but equally to the local economy.
- ° It is important to maintain the WLP network that has been developed. Networking and the experience resulting from the EVJTA program should be continued in the future. Vet center personnel would continue informally to support this program within their legal limits by the nature of mutual program objectives.

The WLP network is in a position to offer alternative approaches, and innovative project proposals to Private Industry Councils, to the Department of Labor, and other organizations with regard to serving as a national model for helping veterans. Pilot projects can be started to demonstrate how to obtain results in situations where conventional job services and "business as usual" do not get results.

6. Small Business Development

Making business investments and receiving returns on those investments is one of the major alternatives that the WLP encourages veterans to consider. As a generation approaching middle age, they are at their prime for undertaking entrepreneurial ventures. Nationwide, thousands of veterans have responded by making inquiries at WLP offices about small business opportunities. For many of them the American dream of small business ownership had been clouded by increasing interest rates, national recession and slow economic recovery

following the Vietnam war. This perspective was presented very forcefully at the third national training conference, which was held in Washington, D. C. in March, 1984. Patrick Gilstrap, the VVLP's national Small Business Development Director, for example, told conference participants:

"The VVLP should be the organization that is lighting candles for Vietnam veterans and not the one that bemoans the darkness. Getting veterans into business may have even more far-reaching, desirable consequences than finding them jobs. With business they can hire veterans. They can allocate resources and take a wide range of actions not possible to an employee. The VVLP should help veterans find jobs, but also help them go into business."

To meet the increasing needs of these veterans, the VVLP has developed numerous approaches to assist them in establishing small businesses. Several VVLP's such as Atlanta, Georgia, added a small business specialist position to their staff, and the national office established a central small business development position to direct the focus of the VVLP's state projects. Numerous presentations have been made to associations that are involved in business development and management assistance. The national VVLP Director, for example, made a presentation on behalf of Vietnam veterans at a national conference held by the American Association of Community and Junior Colleges, which was hosted by the U. S. Small Business Administration (SBA). The briefing included VVLP goals and objectives, its role in veterans business development and the role VVLP across the country can play in the educational process concerning helping Vietnam veterans go into business.

Most VVLP's devoted considerable effort to developing small business ownership opportunities for Vietnam veterans. These activities have ranged from close cooperation with the U.S. Small Business Administration in its efforts to provide legislatively mandated "special consideration" for veterans to locally initiated seminars in entrepreneurship in which successful veteran businessmen provide advice to prospective veteran businessmen, and career-oriented one-on-one counselling.

The SBA has field offices throughout the United States to assist in meeting this mandate. Currently they are deploying a number of activities to strengthen Vietnam veterans services. Some of the activities being initiated are regional training conferences, as well as a new office of Veterans Business Affairs. Additionally the SBA has published a handbook which describes how the agency is meeting its congressional mandate to give "special consideration" to veterans. The handbook is available at local SBA offices and through veterans organizations nationwide.

With regard to sources of financing for veteran-owned businesses, the VVLP is vigorously exploring several alternatives. One approach involves the use of SBA licensed Small Business Investment Companies (SBIC) with investment policies dedicated to veteran-owned businesses. Three VVLPs are exploring alternate ways to work with SBICs at the present time.

The second financial approach involves the SBA and depends upon access to funds budgeted for veterans' use. The SBA's Fact Sheet No. 53, for example, describes loans for Vietnam era and disabled veterans as follows:

"SBA offers a broad range of loan programs to all veterans. Most of these loans are made by financial institutions and guaranteed by SBA. Regular business loans usually do not exceed \$350,000 and are made only if financing is not available from other sources on reasonable terms. Special consideration is offered to all veterans who apply for regular business loans.

Under a special loan program, funds are available for direct loans to disabled and Vietnam-era veterans. The same criteria are used as in the regular business loan program. These loans may be made to establish a small firm or assist in the operation or expansion of an existing business. The administrative ceiling on these loans is \$150,000. SBA cannot make a direct loan if a guaranteed loan or other credit is available."

The WLP found that in addition to using the services offered by various federal agencies, the veterans were in need of special assistance in areas such as identifying sources of financing, loan packaging, and the matching of resources. In this regard, the national WLP network found that approximately 75% of the loan packages it reviewed had disorganized business plans and other incomplete data. Seminars became the most effective way to assist veterans in these matters. The SBA's seminars are regularly offered at minimal or no cost to provide instruction and assistance in obtaining small business loans. The WLP has not only recruited veterans to attend these seminars, but have also helped arrange for special expert speakers. The WLPs, in turn, have counseled several thousand veterans in small business management topics.

One series of seminars is conducted by community colleges. The SBA has organized a number of Veterans Business Resource Councils, each consisting of veterans organizations in a given region. The WLP has its representatives on many of these Councils, who have recruited experts who are also Vietnam veterans. In a number of instances the WLP has taken a lead role in getting a Council established in their respective regions.

The most promising use of seminars has come through the SBA's 30 Small Business Development Centers that have been established nationwide. Small Business Development Centers (SBDCs) are generally established through a local university that is charged with providing management assistance across the board to SBA clientele including but not limited to veterans. The universities receive SBA funding to operate these SBDCs, and each has the authority and money to subcontract services to WLPs.

This appears to be a very stable, continuing SBA program, one which WLPs can offer services to under subcontracts for a number of years to come. As of September, 1984, six WLPs were active in developing this line of assistance

to veterans. The Atlanta, Georgia VVLP has developed the most successful of all WLP/SBA programs. The WLP's SBA workshops and programs have counseled hundreds of veterans on small business opportunities, helping many of them realize the American dream of owning and operating their own business.

The Georgia Vietnam Veterans Leadership Program in co-sponsorship with the SBA and the Small Business Development Center of Georgia State University, offers a continuing series of 12 workshops designed to assist Vietnam veterans in applying for small business loans. Called the Work/Study Program, the VVLP began the first of three seminar series in September, 1983 and concluded them in June, 1984. This series of seminars was taught by vietnam veteran volunteers who are bankers, CPA's, lawyers, business brokers and small business owners, and was attended by over 700 Vietnam veterans. This success overcame one of the most persistent problems previously by offering a real service and getting veterans to attend seminars in the first place.

The program also is achieving it's purpose, which is "To assist Vietnam veterans in the construction and presentation of self-authored SBA loan applications and accompanying business plans."

The Fall of 1984 seminar series will feature video-tapes of the past year's workshops which were produced by the Georgia VVLP. These video-taped seminars will also be offered in Columbus, Gainesville and Savannah. In addition, the video tapes will be distributed nation-wide throughout the 47 WLPs in the network.

All 12 workshops are available also in the form of "class notes", which were developed from actual tape recording of classroom presentations which were then transcribed. These notes can be used as a reference and learning tool in preparing SBA loan applications and include:

- ° The Business Plan.
- ° The SBA Loan Forms.
- ° Legal Concerns of A Small Business.
- ° Small Business Organization and Finance.
- ° Marketing and Sales Planning.
- ° Franchise Opportunities.
- ° How To Buy An Established Business. Part I.
- ° How To Buy An Established Business. Part II.
- ° Banking & The SBA.
- ° Small Business Financial Statements.
- ° Perspectives of Veteran Business Owners.
- ° How To Be A Chief Executive Officer/Corporate Planning.

The Atlanta Office the Small Business Administration has reported that Vietnam veterans have secured nearly \$12 million in small business loans during the ten month period ending on August 1, 1984. In all, 118 loan applications were submitted to the SBA in Atlanta, between October 1983 and August 1984, by Vietnam veterans. Forty-seven were approved under the Guarantee Program at an average of \$200,400, while 26 were approved under the Direct Program at an average of \$98,700. Approximately 20 percent of these loans were secured under a Direct Loan Program funded by Congress, while the remaining 80 percent were funded through a bank assisted Guarantee Program.

The SBA's report also indicated that there were only seven such applications from Vietnam veterans during the six-month period prior to October 1983. The Executive Director of the Georgia WLP suggests that the SBA Loan Application WORK/STUDY Program it developed and conducted, may have played a significant role in veteran's securing these additional loans.

In 1984, six WLP Chairmen, Board members, and Project Directors were awarded the distinction of Veterans Small Business Advocate of the Year in their regions. One of these, Andy Farris of Atlanta, Georgia, was named National Veteran Small Business Advocate of the Year. The network will continue to utilize the talents and expertise of these veterans to assist in small business development activities. In addition, the network will recruit other Vietnam veterans into the volunteer network capable of earning such distinction, as well as continue to carry out the other successful activities initiated by the WLP.

Local WLPs can also assist in tracking SBA applications in the system and getting applications corrected and resubmitted. By taking an active role more veterans will obtain SBA loans. This is a much needed service as the average age of veterans, their natural independence, and their entrepreneurial instincts all demand that they turn in ever-increasing numbers to exploring small business ownership, and no other veterans group is better suited or structured than WLP to provide what they need. The opportunity rests with local WLPs to provide an opportunity for striving veterans to meet with their peers who are succeeding in the business world, and obtain their help often with the assistance of the SBA.

A series of similar management seminars is being prepared by the WLP for the national Non-Commissioned Officers Association. A pilot project was held successfully on August 2, 1984, at the NCO's convention in Nashville, Tennessee. About 1500 NCO members attended. One member, as a result of this pilot business seminar, has become a Midas Muffler franchise owner. The NCO Association will be holding a series of conventions around the country for recently separated veterans, and the WLP will continue to present business seminars in conjunction with them.

In another related avenue, the WLP has continued systematically surveying national franchising corporations with a view toward identifying those that have the ability and desire to assist in establishing veteran-owned small businesses. To date, communication has been established with over fifty such franchisors and, with few exceptions, the responses have been very favorable.

The basic task is to find veterans who want to go into business, match them up with successful businessmen who want Vietnam veterans in their businesses, and put them in contact with those who have money to invest. The San Diego VLP, in close cooperation with the Southern California VLP in Los Angeles, is working to develop franchising opportunities for veterans with three operations — Burger King, Seven-Eleven, and Midas Muffler. All three corporations have expressed a keen interest in working with VLPs in their franchised markets and it is hoped to have some pilot franchises up in the near future. Additionally, Chicago VLP is working with Burger King, Hardees and Popeyes with the same goal of starting veterans in business financed by other veterans.

On April 7, 1984, the National VLP network inaugurated its first veteran owned small business pilot project in Harbor City, California. A ribboncutting ceremony and remarks by state and local dignitaries highlighted the event. The Grand Opening of a Midas International franchise unit was financed by a Vietnam veteran, and is operated by Vietnam veterans supported by the U. S. Small Business Administration (SBA) through the Marine Bank of Milwaukee, Wisconsin.

This project is an example of veterans supporting veterans where it counts the most—in the marketplace. This project also illustrates the flexibility of the network in action. Joe Craver, a volunteer with the San Diego Vietnam Veterans Leadership Program and president of Galaxy Management, Inc., is the Midas International franchisee. Craver flew a full Air Force combat tour in Vietnam and holds the Silver Star. Tony Matthews, manager of the Midas International unit, served with the Navy in Vietnam and has been with Midas for five years starting as an installer. Patrick Gilstrap, the national VLP Small Business Development Director, stated that "this opening represents the first of many similar possibilities throughout the country provided that investors and operators continue to come forward."

The VLP has been pursuing this avenue for veterans because of the accessibility of franchise opportunities. The following points illustrate the possibilities:

- The franchising sector of the economy is reasonably projected to expand over 1983 sales by 13 percent, a notable achievement during difficult economic times.
- Franchising corporations provide their franchisees with a high degree of training in their particular system, training which is positively effected by the veteran's own leadership capabilities.
- All things being equal, national franchisors can generally establish their small business units with a lower cost with a higher potential for success than can the independent businessmen.

Other WLPs are getting involved in small business development activities. The following examples illustrate the types of steps being taken:

- ° The Alabama WLP held pre-business workshops entitled "Starting Up and Staying In Business," on April 7 and 21, 1984 from 9 - 4 p.m. each day. They were sponsored by the Alabama WLP, the University of Alabama in Birmingham, Small Business Development Center and in cooperation with U.S. Small Business Administration and the Service Corps of Retired Executives. The Chairman of AWLP, William Roe was a presenter. His topic was Small Business Organizations: Proprietorship vs. Partnership vs. Corporations.
- ° The Arizona WLP formed an Advisory Council of self-employed vets to advise other vets on how to start their own business and also serve as a resource committee for problem solving and general assistance.
- ° With the help of the Hawaii WLP, a Vietnam veteran who wanted to establish a sailboat construction business has been referred to a Vietnam veteran industrial loans officer who is a member of the Veterans Business Resource Council which was founded by the project director.
- ° Through help from the Idaho WLP, the SBA approved a loan for the owners of Emmett Muffler, for \$96,500. The muffler shop is located in Emmett, Idaho, and lost its lease in August, 1983. They were able to move to another building with their rewritten loan and continue business. A Vietnam veteran runs the shop and has been in business for two years now. Also, on November 3, the SBA and the Idaho WLP held a seminar to answer veterans questions on loans, direct loans, applying to the SBA, the ceiling on loans, and the time element needed to secure a loan. The consensus among the 27 veterans that attended was that this was the first time the SBA had answered their questions.
- ° The Louisiana VVLP and the LSBDC co-hosted their first Veterans Going Into Business Workshop on February 11, 1984, at Northeast Louisiana University, Monroe, Louisiana, under the direction of Professor Paul Dunn. Twenty-seven veterans attended. The workshop concluded with a panel discussion of successful veteran entrepreneurs. The LVLP newspaper article and registration form for the workshops were circulated to approximately 70,000 veterans throughout the state. A second workshop was held March 31 at the University of New Orleans. Over 50 veterans attended. Small Business Development centers have been established in Baton Rouge, Shreveport, Ruston, Lake Charles, Monroe, and New Orleans. LVLP Chairman Bill Ryan was selected as the 1984 Veteran Advocate of the Year for the State of Louisiana for his outstanding contributions to small business.

- ° Guidance and support provided by the Massachusetts WLP enabled a disabled veteran to obtain a \$105,000 Small Business Administration loan (at 3% interest) to start a moving and storage company. The business plans to hire Vietnam veterans exclusively, if possible.
- ° The New Mexico WLP held a Small Business Conference in May, 1984. There were 150 paid registrations. Most came from New Mexico and some from southern Colorado. Guest speakers included Senator Pete Domenici, the Friday luncheon speaker, and William G. Grady, Chairman of the Board, Sunwest Bank, on Saturday. Both speakers remarked about the size of the crowd.
- ° The New York WLP with support from the Upstart Publishing Company conducted the first survey of Vietnam veterans in the metropolitan area - 80 Vietnam veterans responded 41 are interested in opening their own business and 39 are currently in business but seeking help in reaching other veterans, hiring veterans and seeking more access to capital. The New York City WLP was recently commended by the U.S. Small Business Administration (SBA) for its support and "substantial contribution" to an SBA Veterans Small Business and Networking Conference. On the first day, the conference attracted 400 Vietnam veterans who were interested in going into their own businesses. On the second day, about 300 Vietnam veterans who are already business owners attended.
- ° The North Carolina WLP is encouraging Vietnam veterans to start their own business by informing them of assistance available from the VA and SBA. NCWLP held a job seminar May 14, 1984 - 23 veterans attended as did six volunteer veteran instructors.
- ° The San Diego WLP is serving on the Veterans Business Resource Council which is sponsoring the SBA Veterans in Business Conference in San Diego in the fall of 1984. They are participating in the council's incorporation, drafting by-laws, and participating on the speaker selection committee.
- ° The St. Louis Veterans Business Resource Council (VBRC) was formed in December, 1983 to help veterans get into business or improve what they already have. Through cooperation with the SBA and the Small Business Development Centers of Missouri, the VBRC offers business counselling and training. The council, which is comprised of nine members and three ex-officio members representing the SBA, the St. Louis County government and the city administration maintains liaison with other veterans and educational groups to coordinate efforts aimed at helping veterans in business. The St. Louis WLP Director Pat Schommer is Chairman of the VBRC.

- ° The Tennessee WLP's board members take turns actively participating in small business seminars.
- ° The Virginia WLP participated in a small business workshop in cooperation with Howard University. The VVLP project director served as moderator, and WLP volunteers served on an advisory panel. The American Legion provided the space for the workshop.
- ° The Washington, D. C. WLP received a commitment from top Metropolitan business leaders to get veterans employed in career-oriented positions. To date six Vietnam veterans have received permanent positions and one veteran took a job offer as an Electronics Systems Technician at \$33,000 per year with the Satellite Tracking Corporation. The DC VVLP is in the process of assisting three veterans in incorporation of their high-tech firms. Discussions are under way between the Small Business Development Center, DCVVLP and an entrepreneur, regarding making WLP "self-sufficient."
- ° The Western Pennsylvania VVLP reached an agreement with the Small Business Administration for a workshop to include 27 counties in Western Pennsylvania, Eastern Ohio and West Virginia. WPVVLP was awarded \$2,000 to help make the workshop successful. The seminar was held on June 15, 1984. 586 attended. The WPVVLP handled the display of 22 booths selling at \$200 each resulting in \$4,400 worth of sales. All proceeds from booth sales went to the newly formed TriState Veterans Business Council. The WLP also provided peer counselors for the seminar.

Although it is somewhat difficult to keep accurate records on veterans small business development, it is important to try. This information can be used to obtain additional SBA and other support to enable WLP to recruit more veterans for services.

Three additional approaches to veterans small business development are open to exploration. They are as follows:

- ° Using corporate financing initiatives in the private sector.
- ° Generating individual investment capital in the private sector.
- ° Encouraging WLP network members to start consulting firms and businesses. The money earned can be reinvested in other small business areas.

7. Fundraising

Up to now, WLP operations have primarily been supported by federal funds. To expand their ongoing operations and also prepare for the cessation of ACTION federal funding after September 1984, WLPs have been applying for and acquiring additional funding from both the public and private sectors. As yet the WLP has not initiated any broad-based, national fundraiser, direct mail or otherwise.

Private funding has come instead from such sources as trusts, corporate and other foundations. Personal giving provides the advantage of expanding the scope of program operations and also allows for the possibility of establishing "for profit" enterprises. Experience indicates that successful WLP acquisition of funding in the private sector is dependent upon the cost-effectiveness of the program, benefits to the community, volunteer contributions, and the low proportion of funding utilized for administrative expenses.

A review of WLP private fundraising activity reveals that a number of successful "special-event" approaches have been utilized, which has raised \$356,500 in private donations to date. This does not include funds received from private foundations or local, state and federal agencies. A brief description of fundraising highlights is presented in Attachment No. 13.

Some events were undertaken solely as fundraising projects. Others were combined into a larger project, publicly supported by the media and influential local leaders, which honored Vietnam veterans and publicized WLP operations. In all such endeavors, the use of volunteers has been a key factor. Examples of types of special fundraising events include:

- ° Celebrity Banquet

Personal appearances and performances have been made by celebrities at a dinner to honor Vietnam veterans. Guest speakers appear and present appropriate awards. This particular approach can give a relatively large number of people recognition for work they have done for WLP. It is particularly applicable in locations where entertainment and sports celebrities can be persuaded to contribute. General Westmoreland, for example, has donated his time to appear as a guest speaker at more than a dozen WLP events.

- ° Recognition Dinners

These events, although very similar to celebrity banquets, do not emphasize the appearance of "stars" to attract attendance. More emphasis is placed on the personal appeal to Vietnam veterans themselves. Some of the themes which have worked at these dinners are: recognition for service to country; welcome home; honoring those who gave their lives; reminder of those still missing in action; tribute to Medal of Honor recipients and other heroes; acknowledgement of successful Vietnam veterans and recognition for those who contribute notable public service; and, appreciation for volunteers.

- ° Community Service

In these projects, the WLP seeks to raise funds to establish a program that provides a service to the community. Some examples of such community service projects include scholarship funds for the children of KIA/MIA; construction and maintenance of a memorial; and emergency relief and assistance. A significant aspect of the community service project is that it benefits other people in addition to Vietnam veterans..

- ° Road Races

Thousands of road races are conducted yearly throughout the country to support the goals of non-profit corporations. Most cities have a Road Runners Club which can be contacted to arrange 10 Kilometer races, Marathons, and Fun Runs. These races produce the highest number of participants if they are run on an officially sanctioned course and include nationally famous runners. The Louisiana WLP has held such an event and made available to the Network a package on the mechanics of arranging a ten kilometer road race.

- ° Celebrity Shows

In this project a noted entertainment personality from the world of comedy or music contributes a performance on behalf of the WLP. The chances of obtaining the services of these celebrities are increased if they have close ties with the local area, or can use the performance to enhance their reputation or their careers. There are some entertainers well-known for their willingness to support "humanitarian" causes.

- ° Concerts

Rock and jazz concerts, though probably the most difficult of the projects to arrange, also provide the potential for raising the greatest amount of funds. To arrange a concert requires active volunteers who can acquire the services of a band, a large space to accommodate the performance, and an adequate sound support system.

- ° Raffles

A raffle is conducted by obtaining the donation of an item or items such as a vacation, automobile or other prize which would be of particular interest to the audience and which will be appealing in the sale of the tickets. This approach, if effectively organized, can quickly raise funds with a relatively low investment of money or time.

- ° Sporting Events

Many localities have major sports teams, and with the right approach some teams are willing to donate a particular game and a percentage of the ticket sales to a non-profit corporation. The WLP takes an active part in pre-game ticket sales and even concession sales.

° Business Luncheons

The WLP, through its Board of Directors and community advisors, obtains a sponsor for the luncheon. The WLP presents the program's keynote speakers, followed by WLP goals, accomplishments, and future needs. The financial support of those in attendance is requested.

A considerable amount of success has been attained in acquiring the support of post-September 1984 grants from the public sector. Typically, a project can obtain grants if they have a solid track record that is based on past accomplishments, together with being able to show matching-dollar or in-kind services. Approximately 23 WLPs have submitted proposals for Joint Training Partnership Act (JTPA) funding. Thus far eight awards have been granted. Proposals for a second cycle of Title IV-C funding were received until August 1. A total of 7.36 million dollars will be available, with allotments per state from \$55,000 to \$795,000. This cycle encourages projects to promote the use of the Emergency Veterans Job Training Act.

A list of some programs which have had success in raising state and federal funding is presented in Table No. 6.

TABLE NO. 6
LIST OF PROGRAMS THAT HAVE RAISED
STATE AND FEDERAL FUNDS

<u>WLP</u>	<u>SOURCE</u>	<u>PURPOSE</u>	<u>AMOUNT</u>
New Mexico	DOL	JTPA	\$ 45,000
Maryland	DOL	JTPA	69,000
Kentucky	DOL	JTPA	81,000
Niag. Frontier	CSBG	Regional Outreach	80,000
(Buffalo)	DOL	Employment	22,000
St. Louis	DOL	JTPA	134,000
Massachusetts	DOL	JTPA	11,000
Seattle	FEMA	Emergency	
		Assistance	10,800
Alabama	STATE	Employment	25,000
West Penn.	STATE	Emergency	
		Assistance	2,000
Georgia	STATE	Emergency	
		Assistance	20,000
New Jersey	STATE	Community	
		Development	75,000
Louisiana	DOL	JTPA	79,787
Delaware	DOL	JTPA	(Pending)

Fundraising activities need to be directed towards specific goals. As a general guideline, a model budget is presented in Attachment No. 14 for one year of operation for an active WLP that makes employment its highest priority. It is based on observations made during the past 36 months concerning the types of funding that are needed to provide a full range of employment-related services. In practice, this model budget can be easily adapted to local circumstances.

8. Collaboration With Other Organizations

During the three year existence of the national office of WLP, the program has developed respect and cooperation from those federal departments and agencies concerned with providing support for the range of activities in which the VVLP has engaged. The VVLP's national office maintained active liaison with the White House, Congress, Veterans Service Organizations (VSOs), Veterans Administration (VA), Office of Personnel Management (OPM), Department of Labor (DOL), Department of Health and Human Service (HHS) and the Small Business Administration (SBA). The WLP's cooperation with state and municipal official entities is extensive in the experience of many programs and has determined in large measure the resource support obtained.

With the U.S. Congress, the VVLP has concentrated on Senate and House committees which have responsibility for veterans training and employment and small business oversight. The intention in making Congressional contacts has been to create understanding of the WLP concept and an appreciation for its programmatic achievements. The success of the relationships forged can be measured in terms of sustained political support for VVLP goals and objectives, operational funding provided by DOL and HHS and the good will demonstrated by the President himself at the White House during the VVLP's national training conferences. To sustain this level of success has required continuous personal contact.

In its three-year history the WLP consulted frequently at national and local levels with Veterans Service Organizations (VSOs). The network collaborated closely with the Disabled American Veterans, the American Legion, the Veterans of Foreign Wars, the Paralyzed Veterans of America, Congressional Medal of Honor Society, Marine Corps League, Military Order of the Purple Heart, AMVETS, American G.I. Forum, and the Non-Commissioned Officers Association on a number of projects. From the start, VVLP, has recognized the paramount role of the veterans service organizations in establishing, maintaining and improving needed veterans benefits.

On June 1, 1982, the VFW fully endorsed the WLP. Following the endorsement the VFW invited the fledgling VVLP to address their national convention. VFW Commander-in-Chief Arthur J. Fellock wrote: "The (VFW) fully endorses this noteworthy project. You are assured of our cooperation in publicizing and promoting the WLP to the maximum extent feasible."

Soon after, the VFW printed a story on the WLP in their national magazine which assisted the VVLP's volunteer recruitment effort. Endorsement by the VFW was significant for the developing program.

The DAV has worked hand-in-hand with the WLP on several projects. They include a computer-based job matching workshop for veterans in Washington, D.C., and hosting several press conferences and a reception on behalf of the WLP.

The DAV has also printed several articles explaining the design and accomplishments of the WLP in its magazine. In March 1983, DAV National Commander Edward G. Galian wrote:

"The material contributions of WLP can be measured. Demonstrably, this program has earned the support of the people of the United States. But what is perhaps WLP's greatest accomplishment cannot be as easily measured as job placements or hours dedicated to volunteer activities. I'm speaking of what WLP has done to restore pride, dignity and integrity of those who served our nation faithfully in the Vietnam war. WLP's focus on the positive has done much to dispell the tendency of too many to view the men and women who served in Southeast Asia as the victims — or worse yet the villains — of the Vietnam war. This program has done more than any other federal initiative to demonstrate that Vietnam veterans are winners, not losers. It has shown the veterans, themselves, that they have earned the right to hold their heads high, having proven their courage and their willingness to sacrifice for their country.

"Restoration of pride, dignity and integrity to those who served in Vietnam and elsewhere in Southeast Asia has been a goal of the Disabled American Veterans since the early days of the Vietnam war — the dark days during which these men and women were being villified on America's campuses and even in the streets of our nation's capital.

"As I've noted, WLP's achievements in the effort to restore Vietnam veterans to the place of honor in which America has always held its war veterans cannot be measured. But to see the difference that a renewed pride can make in the life of just one veteran who has been troubled in his readjustment tells a story that makes a deep impression. To multiply that difference by all the veterans who have been helped by other Vietnam veterans through WLP is the only way to see the true value of this program.

"The DAV will continue to support WLP, cooperating in any way possible, to assist this vital program in bringing the positive force of Vietnam veterans to the fore."

Additionally, each year the national officers of the WLP have been invited to attend The national convention of the Veterans Service Organizations as participants.

In February 1983, American Legion National Commander Al Keller, Jr. wrote:

"As National Commander of this nation's largest veterans' organization, I know your Vietnam Leadership Program shares our deep concern over the pressing problems of Vietnam veterans. In just a short period of time the Leadership Program has restored to many veterans a sense of worth and self-dignity."

The WLP staff has drafted legislation to expand the Veterans Readjustment Act (VRA) and presented the draft to the Office of Personnel Management (OPM). The Director of the OPM then, with few adjustments, requested that the draft be introduced into legislation as the administration's policy on the extension and expansion of the VRA.

Introduced as H.R. 5398, the bill passed the full house on August 4, 1984. The Bill contains the following points: Extend the VRA until September 30, 1987; increase the grade level at which a Vietnam or disabled Veteran may be appointed from GS-7 to GS-11; H.R. 5398 will also eliminate the provision that restricts veterans with more than 60 college credit hours from VRA appointments. To date the bill has not been introduced in the Senate.

The WLP's national staff has also worked with a number of federal agencies to implement the Job Training Partnership Act and the Emergency Veterans Jobs Training Act. It has testified on the implementation of the EVJTA before the House Veterans Affairs Committee.

The WLP has worked in cooperation with the full array of agencies such as the Veterans Administration to refer veterans to appropriate offices regarding veterans benefits and services. The WLP, not being a direct service provider, has offered instead a valuable service in providing information, and in counselling and referring veterans in non-medical and non-therapeutic matters.

In general, WLP's task in this field has been to increase veterans' acceptance and understanding of these traditional benefit and service providers and, as appropriate, play a positive role in the coordination of those benefits and services. From the beginning, the WLP has been a bridge between the public and private sectors, has been seen as an important means of effecting coordination between all the various entities involved in veterans benefits and services. This is an absolutely necessary task, one which WLP has pursued vigorously.

Oftentimes, the general public and the veteran alike have the mistaken impression that the Veterans Administration provides all benefits and services for veterans. In reality, veterans benefits and services are arrayed across a patchwork quilt of public and private entities and within separate departments of large organizations such as the Veterans Administration and the Department of Labor.

The WLP's project directors have had to learn their way around this maze in order to provide effective referrals for individual veterans who request assistance. In the aggregate, the WLP network has counseled over 24,000 veterans in the past 36 months and referred more than 11,000 mostly on employment matters. In most cases, the referrals are made to the local job service (which is often called the employment security office, employment office, or human resources department, or even the unemployment office). In other cases, the appropriate referral has been to the Veteran Administration's vocational rehabilitation office or to a service officer with a Veterans' Service Organization.

For example, Delaware WLP played a key role in the development of an annual event called "Vet Info." Bringing together the WLP, Veterans Administration, Small Business Administration, Social Security Administration, Internal Revenue Service, Department of Labor, Dover Air Force Base, New Castle County, Delaware Office of Personnel, several large private-sector employers such as DuPont, educational institutions and others, the two-day event focused on the many benefits and services available on the individual veterans who attended, and how to gain access to them.

More needs to be done to improve acceptance among veterans of those who provide services to the veteran, and to encourage these service providers to step across boundaries to make their services more effective. In the meantime, the WLP has been one of the organizations that have made the effort, and has done so successfully.

The issue of coordination and collaboration is very important to Vietnam veterans. They constitute a part of a broader social system and interact with it. The current population of the United States for example, includes 28.1 million veterans. Some 22.97 million of them served during war time. This figure—nearly 23 million—represents 59 per cent of all Americans who ever served in war during the country's two-century history. Of the total population of 22.97 million living war veterans, approximately 9.0 million served during the Vietnam war era, including approximately 3.0 million who served in and around Vietnam in the war zone. Some 68 organizations are recognized by the Veterans Administration as providing aid, assistance or services to these veterans. Seventeen of these organizations are chartered by Congress and are "recognized or approved"

by the administrator of the Veterans Administration for purposes of assisting veterans obtain benefits under the law. When the number of veterans to be served by more than 68 organizations is taken into account, the need for coordination can be seen very clearly.

E. PROSPECTS FOR THE FUTURE

1. The Federal Sunset

With the determination that funding through ACTION would terminate three years from the start of the program, the continuation of programs beyond September 30, 1984 requires that WLPs individually seek other sources of support. Thus far most of the success in this area has been achieved through the acquisition of Jobs Training Partnership Act (JTPA) Title IV-C funds. A few programs have utilized their volunteer resources in conducting fundraising activities in mutually beneficial projects within the local community. Many programs are also soliciting funding from corporations and foundations.

ACTION's role until September 30, 1984 has been to:

- ° Continue programmatic support with emphasis on projects enhancing the stature of the network and its ability to obtain necessary financial resources.
- ° Participate with the programs in assisting the national network as it takes on the full responsibilities for representation of WLP.
- ° Facilitate grant close-out procedures.
- ° Prepare a final report on the establishment and performance of the WLP network.

Several actions were taken and commitments made to perpetuate WLP at the last national conference held in Washington, D.C. on February 29 through March 3, 1984. A strategy session was held at that time by program chairmen and other volunteers. The meeting was chaired by Kenneth Moorefield, National WLP Director at ACTION, and Mark Treanor, Chairman of the Maryland WLP. The following key points were agreed upon by the participants, as was stated in the conference planning document that was mailed out prior to the Future Planning Conference that was held in June 1984 in Chicago:

"The initial purpose of organizing WLP was to help our fellow Vietnam veterans. One of the most effective ways to accomplish this was to create a network. Influence throughout our country is achieved through effective networking."

"The challenge before us now is to determine how to use the network we have created to respond to the leadership issues of the future. It is our responsibility to ensure that those who served in the Vietnam war provide to society the benefit of their experience and their sense of service. Guaranteeing the perpetuation and strengthening of our network enables us to more effectively define the opportunities for service and provide the leadership required.

"There is tremendous strength in the WLP represented by the fifty individual programs working together to achieve common goals. In order to coordinate the strategy and share information or represent the collective interest of WLP, a national office is necessary. This entity could be used to obtain financial resources on behalf of the entire network; act as the organization's eyes and ears on a national basis and organize conferences and present position papers on issues of concern to the network."

The assembled veterans unanimously passed the following motions:

- ° To keep the network together.
- ° To continue with the establishment of a national non-profit corporation as a vehicle for achieving this. Mark Treanor was designated the interim Chairman of the new corporation.
- ° To adopt a broad leadership focus for the network and work to place Vietnam veterans in leadership positions at all levels of society. Information should specifically be shared to help each other with job and business opportunities.
- ° To hold another national conference in a centrally located state as soon as possible for the purpose of bringing the above mentioned into reality.

The overwhelming sentiment at the conference in March 1984 was to continue efforts to help veterans, and also to broaden the role of the leadership network in American society. The atmosphere was alive with promise, almost as though a suppressed idealism from the 1960s was surfacing again, although in a tempered and tested form. This urge to serve is the basic element—the fundamental building block—in every healthy community in a democratic society. Patrick Gilstrap, National Small Business Development Director, who served as a marine in Vietnam, said:

"What we are doing here is more important than any particular, individual problem. We need a national purpose and a national network even if we could all survive separately. We need to think about the good of the whole network, and how it will benefit our country."

Steps have been taken since March 1984 to set up a private sector organization to accomplish the federal sunset objective of having the private sector take over. It will be incorporated as a not-for-profit 501(c)(3) organization, as was accepted by unanimous vote at the planning session held on March 3, 1984 at the third national training conference. The new corporation is expected to evolve as the private sector successor to the Vietnam Veterans Leadership Program National Office at ACTION. The new corporation is expected to hold its first board of directors meeting in January 1985. Utilizing the expertise of the national WLP network, it will provide technical assistance to encourage local initiatives among Vietnam veteran leaders. It will also continue to keep the network of Vietnam veteran leaders and resources together by serving as a catalyst for veteran issues. It will do so in order to:

- ° Increase the receptivity of employers to hiring Vietnam veterans through contacts with veterans occupying key positions in business and industry.
- ° Encourage all federal, state and community government activities to support Vietnam veterans' special needs, (e.g., VA, HHS, DOL and SBA).
- ° Increase the effectiveness of the WLPs by continuing to identify veterans in leadership roles who are potential volunteers to maximize volunteer participation, in achieving the goals that are spelled out in the Chicago Conference Report.
- ° Coordinate specific actions directed toward assisting and preparing Vietnam veterans for business ownership and management.

This work is the culmination of a long and difficult journey that started when this generation of veterans served their tour of duty, came home and picked up their lives where they had left off. Ten years later they organized their own national leadership program in 1981. ACTION gave them a small three-year grant and they set up 47 non-profit, non-political corporations devoted to helping their fellow veterans. They wanted to make the federal part a sunset grant that would end in September 1984. Now they are switching to the private sector to operate their programs, and the ACTION grants are ending under argumentation procedures as scheduled. They are not demanding a large bureaucracy and government handouts. Instead, they are asking how they can serve American society again in hundreds of creative and useful ways.

2. The Chicago Conference on the Future

On June 23, 1984, 65 WLP Chairmen, advisors and project directors met in Chicago for an unprecedented two-day "Futures Planning Conference." The conference used a corporate strategic planning format in which participants achieved consensus on a number of short-term (within one year) and long term (within five years) goals as well as on the allocation of resources and organizational issues. The purpose of the conference was to develop guidelines for the network's use after the federal sunset in September 1984.

The participants identified a variety of ways in which Vietnam veterans nationwide can be of greater service to American society in the future. There was no model for what they were trying to do historically and organizationally. In order to develop their own approach, they retained the services of James M. "Bo" Hardy, Ph.D., a management consulting and training professional from the state of Tennessee. Dr. Hardy is a Marine Corps veteran of Korea with an undergraduate degree in business and psychology from Southwestern University, an MBA from Harvard and a Ph.D. in organization development and planning from Union.

Congressman John McCain from Arizona, a former prisoner of war in Hanoi, who also serves as the unpaid Chairman of the Arizona WLP, gave the opening speech. The assembled veterans were reminded that they were there to establish a national level private-sector organization with the potential to make a major impact on all aspects of national leadership over the next several years. The objectives in Chicago were to accomplish the following:

- ° To formulate WLP's 1989 operational goals.
- ° To agree on the type of organization required to achieve those goals and to assign responsibilities within the organization.
- ° To design and agree on a strategy for financing the organization during its initial year and a method for developing WLP's long-term financial strategies.
- ° To contribute to the on-going renewal of WLP and commitment to its desired future.

The participants all came to the conference with the authority to conduct business delegated to the participants by their respective boards of directors in 41 states. Mark Treanor, Chairman of the Maryland WLP, and interim chairman of the new corporation that is being formed, described the challenge facing them as follows at the Chicago conference:

"Many among us believe that the future greatness and achievements of our country depend in large measure on leadership that has been tempered by military service. We know that much of the past and current leadership of corporate, political and social America rests with those who have performed active or reserve military service to our country."

"The time is quickly approaching when that torch will be passed to others who have been likewise tempered by the values of service, patriotism, sacrifice and the firm belief in the American way of life. We have the opportunity in Chicago to take a giant step together to assist each other as we use our individual and collective experiences, talents and leadership to help determine outcomes in our society and to take up the torch."

After 48 hours of intense, structured discussions, alternating between small group deliberations and full-assembly presentations, a five-year operational goal plan was prepared. Having accomplished that, the veterans began designing an organization and recruiting a staff tailored to the goals and objectives that everyone agreed to in Chicago. All fundraising efforts in the national network to support the organization, it was agreed, would have common purposes.

Some of the state and local VWLPs, for example, already have selectively begun expanding the reach of their commitment into other non-veteran areas and are ready to assert leadership in non-veteran issue areas. The other VWLP's have not yet achieved all of their original objectives. An estimate was made that it will most likely take these other VWLPs one to two years to establish a solid volunteer network and to obtain the credibility and support they need from the corporate and political establishments in their communities. At that point they would then be able to tackle both Vietnam veteran issues and new community issues requiring VWLP leadership.

The Chicago Conference Report, which is presented in Attachment No. 15, is a significant social statement that deserves careful study. It provides a broad framework for all Vietnam veterans in and out of the VWLP network. It shows them a way to move forward with their lives individually and in cooperation with each other. It provides a framework to guide the work of Vietnam veterans on broader public concerns.

Especially significant is the fact that the Chicago Report was produced by Vietnam veterans using the very latest group decisionmaking techniques that have been developed for large corporations. It is in essence the product of a "think tank" that, instead of being housed in a building, is lodged in the national network. What they did in Chicago they could do elsewhere on other issues of importance to society.

In addition to being organized alternately between small groups and general assemblies each day, the participants organized three special working groups to prepare for steps to be taken after the conference. These groups consisted of the following topical areas:

- ° Conference Task Force
 - (1) Ron Laver, Indiana WLP
 - (2) Mark Treanor, Maryland WLP
 - (3) R. Keegan Federal, Jr., Georgia WLP
 - (4) William Jayne, National WLP
- ° Finance Committee
 - (1) William Ryan, Louisiana WLP
 - (2) Ralph Belizzi, Colorado WLP
 - (3) Pat Curtis, Los Angeles WLP
 - (4) John Garcia, National WLP
- ° Organization Committee
 - (1) John Cummings, Northern California WLP
 - (2) William Roe, Alabama WLP
 - (3) Terry Veylupek, Nebraska WLP
 - (4) Kenneth Moorefield, National WLP

In addition to working at the conference, these three groups agreed to send representatives to all major meetings after the conference to conduct business on behalf of the private-sector, national WLP network. These subsequent meetings, up until the Board of Directors of the new corporation holds its first official board meeting in January 1985, shall constitute the "Founders Committee." All members of the WLP network were encouraged to convey their ideas and preferences to the Founders Committee via any of the members of the Conference Task Force, the Finance Committee, and the Organization Committee.

These preparations gave all veterans in the WLP network an opportunity to participate in the continuation, expansion and strengthening of the network for the next several years. This approach stresses the long-term benefits to be gained by each network member individually and collectively and by the nation as a whole by functioning as a network in business, social, professional, educational and political endeavors and by stressing the leadership of America by Vietnam veterans in areas other than veterans' issues.

In general, according to the Chicago Conference Report, the next five years of leadership activities among Vietnam veterans fall into the following three categories, as is presented from conference material:

° PROGRAM GOALS

By 1989, the WLP will have demonstrated a non-partisan patriotic commitment to the American spirit, provided leadership and service at all levels of society, and assisted Vietnam veterans in living full and productive lives through:

- (1) Ensuring leadership participation by Vietnam veterans in all aspects of our society;
- (2) Providing programs and services to meet community needs;
- (3) Developing effective employment programs;
- (4) Assisting Vietnam veterans in developing and improving business ventures;
- (5) Enhancing the public's perception of the Vietnam veteran.

° ORGANIZATION GOALS

By 1989 the Vietnam Veterans Leadership Program will have developed a strong network to work closely with appropriate public and private institutions to achieve its program goals through:

- (1) Developing an interdependent organization of individual volunteers, strengthened and expanded local units, and an effective national office;
- (2) Conducting a public information effort that secures favorable media coverage;
- (3) Providing accurate, rapid and comprehensive exchange of information among units and individuals.

° RESOURCE GOALS

By 1989 the Vietnam Veterans Leadership Program will have adequate resources to achieve its program and organizational goals through:

- (1) Establishing co-ordinated local and national fundraising programs;
- (2) Expanding the volunteer network by recruiting successful Vietnam veterans and other supporters.

3. The Challenge of Leadership

The Vietnam War's pivotal Tet Offensive of 1968 happened sixteen years ago. It is a part of American history for that year, along with extensive social protests, Lyndon Johnson's deciding not to run for President again and the assassinations of Dr. Martin Luther King and Robert Kennedy. The United States was still experiencing the economic boom of the post-World War II era, and regular gasoline was only 33.7 cents per gallon. The year 1968 is still recent history to the entire generation of Americans who are now reaching middle age.

The year 2000 is only sixteen years away. Expert commentators are pointing out the many changes that are taking place in American society today. More changes are expected in the next sixteen years than Americans have experienced in the past sixteen years.

The country's policymakers and their constituencies need to confront these new issues. It is essential that American citizens understand the major forces that are at work defining the future social, economic and political environment of the United States. Americans in the generation that is now approaching middle age need to position themselves to take on the heavy burden of leadership for American society. Over 9.0 million of these Americans are Vietnam era veterans, 2.7 million of whom served in the war zone.

What challenges do foreseeable trends present for future leaders of the United States? What are the difficult choices that must be made in the next sixteen years? Twelve major trends are described, for example, in John Naisbitt's recent book, Megatrends. In it he says that this time of change is a "time of parenthesis" between eras:

"But in the time of the parenthesis we have extraordinary leverage and influence - individually, professionally, and institutionally - if we can only get a clear sense, a clear conception, a clear vision, of the road ahead...."

What role will this generation play? After all of these changes have played themselves out, what legacies will it have left to its children and grandchildren? To its country? As the generation now reaching professional maturity, the answers it gives to these questions will shape the future.

While leadership programs have gone a long way to bring Vietnam veterans into the mainstream of American society, they have not gone far enough. There is a need to go beyond veterans issues and deal directly with issues of leadership at all levels of American society and in all areas of societal concern.

At the national training conference held in Washington, D. C., in March 1984, the VLP's National Director, Kenneth Moorefield said:

"Most Vietnam veterans are only now beginning to emerge in positions of leadership in our society. The society which originally rejected the veteran or, at a minimum, was apathetic about his homecoming, is now starting to recognize his contribution.

"The Vietnam veteran deserves respect because of the important role he is now playing in building the American society of the future. This is why the WLP encourages Vietnam veterans who have ability and talent to move up — all the way to the top of institutions in our society."

The initial purpose for organizing the WLP was to help Vietnam veterans. One of the most effective ways to accomplish this was to create a network. Influence throughout America is achieved through effective networking. The challenge in 1984 is to determine how to use the network that has been created to respond to the leadership issues of the future.

Some examples of how Vietnam veterans can take on a leadership role in society are:

- ° Running for elected office and launching campaigns for appointed office in all major political parties to put Vietnam veterans in responsible positions in local, state, national and international arenas.
- ° Conducting fundraising in the private sector among businesses, foundations and through public solicitations (e.g., grants from foundations nationally are expected to double in the next five years.)
- ° Using networking techniques as a way to structure all Vietnam veteran organizations in the coming years. This breaks down barriers, shares information and resources, and enables a sense of consensus to evolve over time on various issues. There are over 30 computer "bulletin boards" and similar systems already in operation in the United States, for example, serving a wide range of non-veteran special interests (including medical and scientific networks). Vietnam veterans could create their own national electronic bulletin board.
- ° Devoting a great deal of attention to helping fellow veterans economically (i.e., finding better jobs, starting or expanding businesses, etc.). Economic advancement in turn then enables veterans to take care of themselves and help others. Many unemployed and middle-aged veterans need help in relocating and starting new and productive lives elsewhere in new lines of work. Referrals and references help get veterans into training programs, colleges, jobs and businesses.

- ° Endorsing all efforts to get Vietnam veterans to join veteran service organizations (VSOs) such as the VFW, American Legion, Disabled American Veterans, AMVETS, and others. Vietnam veterans are demographically in a position to inherit the entire VSO system at multiple points with their diverse resources and existing lobbying procedures. The challenge here is to motivate Vietnam veterans in this direction and to convince them that they can help keep VSOs viable for the next generation and that it is in their own interest to do so.
- ° Encouraging veterans everywhere to get involved with local, state and national economic development projects that have community benefit and merit. Examples are rapid transit projects, regional economic development campaigns, state business creation programs, and national trade policy debates.
- ° Joining community volunteer organizations, many of which operate as non-profit corporations with boards of directors and elected officers. Veteran service organizations, United Way, Red Cross, local religious charities (e.g., Catholic Charities has had great success in its efforts to find homes for refugees), Parent-Teacher Associations, and School Boards are only a few examples. There are tens of thousands of such organizations in the United States.
- ° Encouraging and participating in community volunteer work. The value and significance of volunteer work can be seen in the types of help volunteers give, namely, things that cannot be done through the public purse and public bureaucracies. Some examples of problems that can be addressed by volunteers are the following:
 - (1) Long term, economically displaced workers (identifying jobs in different states and referring veterans for relocation).
 - (2) Handicapped people (adapting building designs for wheel-chairs, helping with physical therapy, and fundraising for artificial limb and organ technology development, etc.).
 - (3) Battered wives (organizing and supporting related services).
 - (4) Rape victims (organizing and supporting related services).
 - (5) Abused children (organizing and supporting related services).
 - (6) Run-away and missing children (fingerprinting programs, and providing support for related programs).
 - (7) Parent abuse (nursing home confinements, and especially elderly parents at home).

Help given in all of these areas reflects a growing awareness about family problems and mental health and how to deal with these openly and diagnostically. One out of many examples of these developments is the currently widespread acceptance of family counseling and training for people to develop themselves in "caring person" roles as parents and concerned citizens, which were only marginally accepted concerns in the 1950s. Taken all together, these areas of volunteer work reflect a "good health" model of people supporting their local community that is evolving in American society, and which sets an example to the world.

Vietnam veterans have the moral legitimacy, as well as the tested character to make decisions and cope with ambiguities and complex situations successfully. They can provide society with the example of their experience and their sense of service. They have had to come to terms with surviving in the war, adapting upon their return home and catching up in careers with those who did not serve. This is a national asset, a leadership resource of 9.0 million veterans, many of whom will be called upon to deal with tough public issues and trends that are already changing the face of America. The challenge here is deciding how to nurture and make good use of this leadership resource in America.

One of the major trends in American society today is the growth and acceptance of minority communities, and their increasing number of representatives in elected office and other positions of leadership. Every minority community sent sons to Vietnam in the American armed forces. John Garcia, the Deputy National Director of the Vietnam Veterans Leadership Program presented a broad perspective on this trend at the Futures Planning Conference that the WLP held in Chicago, Illinois in June 1984, when he said:

"Many thousands of Hispanic Americans served with distinction and honor in Vietnam. They are now being recognized as leaders in their communities and professions. By the year 2000, Hispanic Americans will be the single largest minority group in this country. A great many of our new leaders will come from this group of men and women who served in Vietnam.

"America is made up of almost every ethnic group in the world. A colorful-tapestry has been woven throughout our country, and minorities such as the Hispanic population even among themselves make up such a diverse group of people: Mexican Americans, Spanish Americans, Cuban Americans, and Puerto Ricans. We not only served our country when called, but after the war we got jobs, started families, went to college and many went into business. The contribution to society of this generation of Hispanic Americans is just beginning to be felt."

The WLP's volunteers have undertaken many responsibilities other than the activities that are presented in this report. Some examples follow:

Veterans Service:

- ° As a community service, the Vermont WLP initiated a "Christmas Baskets" project which solicited food from local grocers and farmers for distribution to needy veterans and their families.
- ° The Ohio WLP raised funds to assist Vietnam veterans in times of crisis and established a scholarship fund for the children of Vietnam veterans. The Columbus WLP presented a Vietnam Veterans Remembrance Scholarship award of \$2,500 in March, 1984, to Fred Pringle of Columbus, Ohio. He is a sophomore at the CTI and majoring in mechanical engineering. His father has been missing in Action since 1968 and served as a Sgt. Major with the 1st Cavalry Division in Vietnam. He is one of 2,490 men still missing. In recognition of the WLP's contributions to humanitarian causes, the Chairman was presented by the Columbus Dispatch with its Community Service Award.
- ° The Arizona WLP is frequently visited by transiting veterans from out-of-state and gives them assistance regarding temporary or permanent residence in the state.
- ° In Alabama, the Veterans Interagency Coordinating Committee (ICC) met at the AWLP office January 25, 1984. Fourteen agencies were present and the major highlight of the meeting was to take a leadership role in contracting with an established agency to make available emergency billeting for Vietnam veterans who have no place to live. The Interagency Coordinating Committee meets on a quarterly basis with the objective of bringing organizations and agencies together to coordinate services and identify areas in which services for veterans can be improved.
- ° The Seattle WLP obtained a \$10,800 account from the Federal Emergency Management Agency (FEMA) to cover temporary housing for single (male) Vietnam veterans. The money is used to provide a veteran a place to live while he is seeking employment. The Seattle WLP provided 49 veterans with housing in the month of September 1984. Seattle is a jumping off point for many individuals moving to northern locations. As a result, many of these individuals do not have a job or money when they reach Seattle looking for work.

- ° The Virginia WLP and its volunteers are actively involved in providing for the social welfare of veterans. They have promulgated a low interest home loan program for veterans and established a veterans hospital visitation program.
- ° The Buffalo WLP created a Vietnam Veterans Museum aboard the USS Little Rock, at Buffalo's Naval and Servicemen's Park. Buffalo volunteers raised funds for a Vietnam veteran's daughter, who had been kidnapped and murdered. They have also organized three kilometer foot races for the community, which have been widely attended.
- ° The Philadelphia WLP organized a project with the Philadelphia School District in which students constructed three 25-foot long Valentines that were sent to Marines in Beirut.
- ° The Kentucky WLP presented and helped develop legislation giving free mailing privileges in the amount of \$500,000 for the members of the U.S. Armed Forces multi-national peace keeping force in Lebanon and for U.S. troops in Grenada. In their statement for the Congressional Record, the sponsors of the amendment said that the mailing privileges are a small price to pay on behalf of the men defending freedom in Lebanon and Grenada. The sponsors have also suggested that the amendment be extended to members of the Armed Forces wounded in action as a result of service in those actions.

Public Service:

- ° In Vermont 158 people were assisted by the Christmas baskets (food) in 1983 - average of 16 pounds of food per basket.
- ° The Arkansas WLP helped support a community effort called STEWPOT, which served over 1,000 meals to the needy (some of these needy are veterans.)
- ° The St. Louis WLP has a community volunteer program that collects and distributes Christmas toys to needy children, food to the hungry, and organizes blood donations for the Red Cross.
- ° The Utah WLP established a food collection and distribution program for the poor.
- ° The Connecticut WLP utilized volunteers in community projects such as tutoring grade school children in reading, writing and arithmetic. Six Vietnam veterans VISTA volunteers were used in Hartford's church youth program which includes children from families headed by females - they tutor and act as a

father role model in some cases. They have also worked closely with programs such as Toys for Tots, the Urban League, the Salvation Army and the Red Cross to help the poor and promote the image of the Vietnam veteran.

- The Western Pennsylvania WLP held a Golf Tournament for autistic children.
- The Florida WLP helped map out a Child Safety Program with ACTION officials, in Orlando. The Dade County School Board (4th largest school district in the United States) voted to adopt ACTION's Child Safety Program on July 25, 1984. It will be implemented through the leadership of the Florida WLP.
- In Columbus, Ohio, a Vietnam veteran family lost four children in a fire. The Columbus WLP raised housing, clothing, food and money for them.
- The Los Angeles WLP made arrangements through Delta Airlines to fly two children from Ft. Lauderdale to Seattle free of charge to visit their Vietnam veteran father who was having an operation at the VA hospital in Seattle. Monies were available to the mother but not the children so this allowed the entire family to visit.
- The Arkansas WLP contacted the Lions Club on behalf of disabled veterans in order to have their children's eyes examined and provide glasses at no cost. It was coordinated with the Lions Club because they have a very effective blind program. Four children benefitted to date.
- The Tennessee WLP representatives scraped, wire-brushed and painted a 1,600-square-foot house for an elderly widow of a World War II veteran, under Nashville Mayor Richard Fulton's Adopt-A-House Program.
- Volunteers of Hawaii WLP donated their time and energy to assist the American Cancer Society with their annual Ride and Stride event. In addition to having a good time, volunteer work with other non-profit organizations like the American Cancer Society, is helping foster a positive image for Vietnam veterans in Hawaii. These volunteers have also helped raise funds for the March of Dimes.
- The North Carolina WLP has helped support Red Cross Disaster Relief Programs.

- ° The Louisiana WLP's board members volunteered time to conduct a VIP Panel for the Easter Seal Telethon, which raised \$4,400. The WLP has also supported a battered children's home.

The Vietnam veteran is home, at work in America. This faith is expressed openly by Vietnam veterans. They believe in America and its future, as a democracy and as a wholesome society. They want to participate fully in that democracy and society. The end of their long struggle is in reality a new beginning, as can be seen in the following expressions of faith that have been made by Vietnam veterans:

- ° Francis S. Guess served with the 1st Infantry Division in Vietnam, and today is Commissioner of the Department of Labor for the state of Tennessee:

"I hold a deep belief in the ability to change things within the system, especially in the United States moreso than anywhere else in the world. The WLP was the correct response to the situation in which Vietnam veterans found themselves. It brings people together to achieve constructive objectives."

- ° Edward Timperlake, F-4 pilot in Southeast Asia during the War, is the former national Director of the Vietnam Veterans Leadership Program, and Director of Mobilization Planning and Requirements in the Office of the Assistant Secretary of Defense:

"I authored a position paper a long time ago, voicing my concerns that the public was blaming the warrior for the war. They are two very separate issues. Although I personally refuse to concede the moral high ground to those who opposed the war, I feel separating respect for the warrior from the issue of the war would greatly aid in moving our country forward."

"Regardless of political beliefs, the men and women who served in Vietnam earned the right to play a major role in charting this country's future for the next generation."

- ° William Jayne, a Marine rifleman in Vietnam and today the National Director of the Vietnam Veterans Leadership Program:

"Most veterans have been concentrating on their families and careers and are just now beginning to devote themselves more to public service. This is a trend that we are encouraging. I have two children. That has a lot of bearing on my work with the leadership program. I want to do what I can to make sure the legacy of Vietnam, and the position of veterans in the national outlook, is a positive factor. "Our legacy is something that will serve to strengthen this country for those children who will be adults 20 years from now."

F. METHODOLOGY

1. Design and Approach

This report describes a distinct and complex public policy issue in the United States — the question of how veterans from a war such as in Vietnam can be brought successfully back into society. It presents factual material on a national self-help network that veterans organized for themselves with help from a federal agency, as well as careful redefinitions of various aspects of the overall issue. This material offers itself as primary data for future analysis of the issue as well as of federal programs and "sunset" requirements. It could serve as a model sunset procedure, providing guidelines to other, future sunset programs.

One of the main functions of a case analysis of a public policy issue is to compare the actual results of policy implementation (i.e., in this case agency policy) with the intended results at the program's outset, and define a framework for evaluating the difference. This report accomplishes the first step, and leaves development of an appropriate framework and evaluation to others.

The report's scope, therefore, has been limited to defining the outcome of federal agency policy implementation, and its focus has been limited to a descriptive case approach. As such, the report becomes an input to future policy discussions, societal guidance, and research projects on this issue. A case approach allows for descriptive material on all aspects of an issue, interrelating variables within complex situations in a manner that then becomes available for later analysis (e.g., selecting topics and hypotheses). Case studies are needed also because their findings can be used in designing and developing future policies and programs related to veterans.

This approach is appropriate to this particular issue at this time because the outcomes, results, or outputs as of September 30, 1984 cannot possibly be captured fully, as many changes are still occurring on this issue in society and its veterans population. Yehezkel Dror, author of Public Policymaking Reexamined, described the nature of this uncertainty in complex situations:

"These different outputs occur at different times, some occurring immediately, others...occurring in the next generation. Many of these outputs are intangible and cannot be quantitatively measured; some even defy qualitative formulation."

Because of the long period of time that it takes society and conditions within its population to change, and the difficulty inherent to trying to isolate any discrete causal factors, it will be many years before the full effect of the VWLP will be known, if ever. Because of this, any future evaluation of outcome needs to examine the veterans, the social environment, veterans benefits and services, and employment and business practices. This type of evaluation would require a systems approach with a longitudinal study design of ten to twenty years.

The immediate, practical purpose of preparing this type of final report was to present a summary of the accomplishments and experiences of the Vietnam Veterans Leadership Program. This report may also be used by Vietnam veterans as a guide

to establish additional WLPs or similar programs and contains specific information and suggestions for that purpose. In this sense, the report presents a variety of lessons that have been learned, and directs the attention of all Vietnam veterans to the future.

The contents of the report are designed to establish the historical record of the WLP's evolution and to serve a useful purpose for the WLP network (e.g., in public speeches, publications, grant proposals, fundraising campaigns, legislative testimony, in providing quotes that are easily remembered and to the point, and in general conversations among veterans and their peers in thousands of places at different times for leadership purposes).

The major practical aspects of the report are as follow:

- ° Factual documentation on the number of projects created and what they accomplished, amounts of funding, the three year process, and future prospects. This includes an attempt to list problems that hampered the achievement of goals, and to describe the concepts, ideas, spirit, perspectives and actions of the participants.
- ° Inventory of innovative or exceptionally well-done projects that have been completed locally which may serve as models for other volunteer programs. This has included preparing the following sections of the report:
 - (1) National, state and local accomplishments.
 - (2) Techniques used to develop the network, project a positive image, find jobs for veterans, and raise funds.
- ° Development of models to be used as inputs into the development of future policies and programs. These include the following sections:
 - (1) Model job search support process for veterans.
 - (2) Model computer network model for national job searches.
 - (3) Model budget for statewide WLP employment projects.
 - (4) Model monthly reporting format and requirements. Good reporting is essential because data on results can be used in fundraising campaigns, grant proposals and public relations material.
 - (5) Model federal "sunset" procedure, based on the federal sunset and Futures Conference sections of the report.
 - (6) Presentation of quotes, insights, viewpoints, attitudes and knowledge possessed by the Vietnam veterans who created and developed the WLP concept, beginning with an idea in 1981 and developing a network in a three-year period. These presentations help accomplish one of the many policy analysis tasks that have been described by Dror:

"Efforts to distill the tacit knowledge of policy practitioners and to involve superior policymakers as partners in the up-building of policy sciences are among the important characteristics that distinguish between the policy sciences and contemporary "normal" social sciences."

In summary, the design and approach used in this report generates what Dror refers to as "instrumental-normative" knowledge, which is concerned with the means and intermediate goals of public policies and not with absolute values. It is concerned with the study of self-fulfilling actions that can be prescribed and taken rather than predicted. This methodological approach in the policy sciences literature is not a substitute for normal science. It is, in Dror's words, an "additional approach to the uses of systematic knowledge and structured rationality for the conscious shaping of society."

2. Source Materials

Unless otherwise noted in the text or here, all material in this report is derived from documentation obtained at the national ACTION/WLP office between April and September, 1984. The quotes presented in Attachment No. 2, "The Context of National Values During the Vietnam War," were checked for accuracy in the publication, The Book of Great American Documents, Edited by Vincent Wilson, Jr., American History Research Associates, Brookeville, Maryland, 1982.

The data sources that were used are:

- ° Study of documents in the ACTION/WLP files on all 47 field projects, including correspondence, monthly reports from the field, newspaper clippings, media files, and confirmations obtained in several hundred telephone calls regarding various details and accomplishments. The data on the number of U.S. servicemen in the war zone and related characteristics came from the fact sheets that were prepared by the Houston WLP. Field trips were not made for purposes of compiling this report due to travel, budget and time constraints.
- ° Materials prepared for the national training conferences, and the Futures Planning Conference that were held for WLP chairmen and project directors.
- ° Three books of news clippings on WLP published by the ACTION/WVLP national office, covering the three-year period 1981 to 1984, and containing more than 700 news articles.
- ° All newsletters on current events in the WVLP network that were printed and distributed nationally by the national WLP office.

- ° Extensive notes taken between April and September, 1984, based on personal meetings and interviews with all members of the ACTION/VWLP national staff. These question-and-answer sessions covered every topic presented in the report, double-checked against the information contained in the other sources of data. Interviewing was considered essential to obtain a complete and accurate description of the three-year evolution of the program, and was performed unobtrusively.

Because the report was prepared during the month of September, 1984, and the program ended on September 30, 1984, statistics for the last month were projected from the end of August (the latest data available at the time), to the end of September. Actual data from the previous 35 months ending August 31st were divided by 35 to produce a monthly average which was then added in lieu of September data. The differences, if any, are expected to be relatively minor.

The financial data may differ very slightly from audit findings, once ACTION's audits are completed. Such findings on the overall program were not available at the time of writing. In addition, final grant amounts for FY 1984 VWLP were still under final negotiations. For most of the data on finances, reliance was made on the accuracy of reports that the VWLP received from ACTION and VISTA financial offices. Additional financial data on functions of the VWLPs was kept by the Maryland VWLP in accordance with the terms of the Cooperative Agreement. Employment and other quantitative data were compiled from monthly reports that the 47 field projects sent in to the national VWLP office.

In general, with programmatic progress, VWLP's were encouraged to be conservative in reporting especially if the possibility of a discrepancy existed in employment where more than one agency could be involved. Based on experience in evaluating VWLP reporting, it appears that the data is correct, except that in regard to volunteer data, actual volunteer hours reported are definitely low and the number of active volunteers reported each month may be high, depending upon how the classification "active" is defined in each case.

The dollar value of volunteer time and contributions was developed for purposes of this report. The approach and methods used to calculate dollar value are described elsewhere in this report in Attachment No. 7.

This report was prepared under a consulting contract with ACTION's national VWLP office by Terry H. Martin, Ph.D., with support from Kenneth Moorefield, William Jayne, John Garcia and Pat Gilstrap at ACTION/VWLP, Terry Landolt, Jim Malone and Chuck Everett in ACTION's Communications Division, and Jim Williams in the Office of Policy and Planning. Jerry Chimielak provided extensive research and preparation of draft material, and Tom Carhart helped prepare sections on the national conferences and the profile of Vietnam veterans. Wilhelminia Jones' extensive typing and Valerie Wheeler's editing brought the manuscript into its final shape. The typing and revision of all draft materials was accomplished with the help of Naty Beetle, Diane Cabness, Sonora Johnson, Nancy Philips, Shirleen Watson, and Tho Young. Medria Martin, Peggy Martin and Joost Vles adjusted their schedules repeatedly to numerous changes in plans during the research, writing and preparation of the report.

ATTACHMENTS

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

November 10, 1981

REMARKS OF THE PRESIDENT
AT THE
ANNOUNCEMENT OF VIETNAM VETERANS LEADERSHIP PROGRAM
THE ROSE GARDEN

11:48 A.M. EST

THE PRESIDENT: On this eve of Veterans Day of 1981 we need to inaugurate a program that's aimed at helping a group of veterans who have never received the thanks they deserved for their extraordinary courage and dedication. A long dragged-out tragedy, Vietnam, divided our nation and damaged America's self-image, and part of that tragedy, a major part, was the sacrifice by men who fought as bravely as any American fighting men have ever fought. Millions of young Americans, when they were called upon, did their duty and demonstrated courage and dedication in the finest tradition of the American military in a war they were not allowed to win.

I want to express appreciation on behalf of all Americans to these veterans who are here today, not only for their service during the war but for their continued voluntary service to their comrades in arms and to the nation. Contrary to an unjust stereotype, the vast majority of Vietnam veterans readjusted quickly after returning from Southeast Asia. And many of these fine young people here succeeded and excelled in their post-war endeavors. Those here with us today are outstanding examples of this fact.

At the same time, however, there are those who found it difficult to come to grips with problems that can be traced to their wartime experiences. The Vietnam Veterans Leadership Program is designed to draw volunteers from the pool of successful Vietnam veterans in order to provide guidance for those with lingering problems. This volunteer, self-help program is within the spirit of camaraderie that has characterized American veterans of every war. And it's even more important for those who have fought in Vietnam.

Those of you who will be doing their part to make this program a success deserve a special thanks. I hope that every American will follow your example and reach out individually to extend a helping hand where needed to all our fine Vietnam veterans. Recognition and appreciation for all they went through is long overdue.

We should always remember that in a hostile world a nation's future is only as certain as the devotion of its defenders, and the nation must be as loyal to them as they are to the nation.

This program is one way of expressing our commitment not only to Vietnam veterans but to all those who now serve our country in the military. So, thanks to all of you for participating in this fine effort. I think you're going to find your fellow citizens will want to help.

Now, Tom Pauken.

END

11:51 A.M. EST

THE CONTEXT OF NATIONAL VALUES
DURING THE VIETNAM WAR

Throughout America's history its leaders have perceived the nation to be a great experiment in democracy in a troubled world. The American Colonies were founded by immigrants seeking freedom from older authoritarian jurisdictions and traditions. The American Declaration of Independence then broke the yoke of an era marked by despotic rule and tyranny: "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights... that to secure these rights, governments are instituted among men, deriving their just powers from the consent of the governed."

In 1787, America's founders authored both the Consitution creating the new union and the Northwest Ordinance admitting new states on an equal footing with original states. These, along with the Bill of Rights passed in 1791, and subsequent amendments have advanced and clarified basic American principles and values. The Preamble of the Constitution summarizes clearly the basic purpose for forming a constitutional, republican form of government, which is to "...secure the blessings of liberty to ourselves and our posterity...."

As Thomas Jefferson had hoped, this system of government provides a peaceful means of altering policies and a peaceful means of transferring power from one party and person to another. This peaceful process and its long term continuity are great hallmarks of American democracy in the context of a changing world. In 1984 it is also the oldest, continuous living democracy in the world, a testament to the founders' basic design. Given this perspective, Jefferson's comments of 1801 are as relevant to the Vietnam War era as they were then:

"All, too, will bear in mind this sacred principle, that though the will of the majority is in all cases to prevail, that will to be rightful must be reasonable; that the minority possesses their equal rights, which equal law must protect, and to violate would be oppression. Let us, then, fellow-citizens, unite with one heart and one mind...."

"But every difference of opinion is not a difference of principle. We have called by different names brethren of the same principle. We are all republicans, we are all federalists. If there be any among us who would wish to dissolve this Union or to change its republican form, let them stand undisturbed as monuments of the safety with which error of opinion may be tolerated where reason is left free to combat it...."

"I know, indeed, that some honest men fear that a republican government can not be strong, that this Government is not strong enough; but would the honest patriot, in the full tide of successful experiment, abandon a government which has so far kept us free and firm on the theoretic and visionary fear that this Government, the world's best hope, may by possibility want energy to preserve itself? I trust not. I believe this, on the contrary, the strongest Government on earth...."

Abraham Lincoln continued the tradition during the Civil War, which he described as a great test as to whether or not the American experiment in democracy could be kept alive. During his Gettysburg Address in 1863, he said:

"...our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal...."

"...that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom; and that government of the people, by the people, and for the people, shall not perish from the earth."

These same basic beliefs, from Jefferson to Lincoln up to the eve of the Vietnam war, were up-dated in 1961 in John F. Kennedy's Inaugural Address:

"The world is very different now. For man holds in his mortal hands the power to abolish all forms of human poverty and all forms of human life. And yet the same revolutionary beliefs for which our forebears fought are still at issue around the globe — the belief that the rights of man come not from the generosity of the state, but from the hand of God.

"We dare not forget today that we are the heirs of that first revolution. Let the word go forth from this time and place, to friend and foe alike, that the torch has been passed to a new generation of Americans — born in this century, tempered by war, disciplined by a hard and bitter peace, proud of our ancient heritage — and unwilling to witness or permit the slow undoing of those human rights to which this Nation has always been committed, and to which we are committed today at home and around the world.

"Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe, in order to assure the survival and success of liberty...."

"Now the trumpet summons us again not as a call to bear arms, though arms we need; not as a call to battle, though embattled we are; but a call to bear the burden of a long twilight struggle, year in, and year out, 'rejoicing in hope, patient in tribulation' — a struggle against the common enemies of man, tyranny, poverty, disease, and war itself...."

"...The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it — and the glow from that fire can truly light the world."

"And so, my fellow Americans, ask not what your country can do for you: Ask what you can do for your country...."

These beliefs have been carried down through the years by American leaders, and adapted to new circumstances. Two changes have had great impact. One has been to broaden the scope beyond the Colonies and beyond the 50 states, and to view democracy in a world context. The other was to expand the scope beyond the Bill of Rights and include battle against the common ills that plague humankind on earth such as poverty, disease and war.

In capsule form, this has been the evolution of basic principles in American national values that were in place at the time of the Vietnam war. These principles remain central to America's existence and daily life. Americans take for granted what others in the world still seek — to secure the blessings of their own liberty for themselves and their own posterity. These are the principles that Thomas Jefferson said all Americans should return to with haste whenever they wander from them "in moments of error or of alarm." It is reassuring to know that Vietnam veterans are among those Americans who did not wander, and who still look to the future with hope for posterity.

CHRONOLOGICAL HISTORY OF ACTION FUNDING
FOR THE 47 VVLP PROJECTS IN THE FIELD
(36 Months: 9-24-81 to 9-30-84)

<u>WLP</u>	<u>START DATE</u>	<u>MONTHS IN OPERATION</u>	<u>ACTION BUDGET</u>	<u>VISTA SUPPORT*</u>	<u>TOTAL ACTION FUNDING</u>
Maryland	09/24/81	36 months	111,829		111,829
San Antonio	09/24/81	19 months**	83,284		83,284
Phil., Pennsyl.	09/30/81	36 months	111,017		111,017
Delaware	10/22/81	35 months	111,275		111,275
Arizona	01/01/82	32 months	114,540		114,540
Tenn. (2)***	01/01/82	32 months	146,260		146,260
Seattle, Washington	02/01/82	31 months	57,999	46,935	104,934
Vermont	03/01/82	30 months	60,359	79,235	139,594
Illinois	04/01/82	29 months	91,180	26,472	117,652
Connecticut	04/01/82	29 months	48,049	39,847	87,896
Houston, Texas	04/01/82	29 months	78,637	30,244	108,881
New Mexico	04/01/82	29 months	50,117	105,900	156,017
N. Calif.(2)	04/01/82	29 months	66,205	175,014	241,219
St. Louis, Missouri	04/01/82	29 months	47,185	102,279	149,464
South Dakota	04/01/82	29 months	61,964	48,550	110,514
S. CA (2)**** (Los Angeles)	04/01/82	29 months	27,030	76,760	103,790
Arkansas	06/21/82	27 months	116,806		116,806
N.Y. City (2)	06/21/82	27 months	163,097	36,700	199,797

FOOTNOTES TO PREVIOUS PAGE:

- * These ACTION/VISTA funds were allotted directly to WLPs for staff supervision of VISTA volunteers. \$1,525,000 was allotted for VISTA volunteer expenses, and \$47,800 for VISTA training conferences and VISTA public information support. Amounts for supervision expenses were obtained from VISTA regional offices. Volunteer expenses were calculated by subtracting supervision expenses from total authorized funds for VISTA support as provided by ACTION grants management. (An average of about 40 volunteers worked at eleven projects over a 30-month period.)
- ** Placed under Dallas WLP and closed out.
- *** Numerals in parentheses indicate multiple programs. Six of the forty-seven WLPs each operate out of two separate locations with a second staff position to man the second office, except New York City, which has both positions in the same location.
- **** Double program through 4/83, at which time the San Diego WLP was formed as a separate program.

<u>VVLP</u>	<u>START DATE</u>	<u>MONTHS IN OPERATION</u>	<u>ACTION BUDGET</u>	<u>VISTA SUPPORT*</u>	<u>TOTAL ACTION FUNDING</u>
Louisiana	09/29/82	24 months	215,726		215,726
Ohio	09/30/82	24 months	119,540		119,540
Dallas, Texas (2)	09/30/82	24 months	162,052		162,052
Indiana	09/30/82	24 months	105,832		105,832
Minnesota	09/30/82	24 months	115,020		115,020
Utah	09/30/82	24 months	105,000		105,000
Virginia	09/30/82	24 months	105,020		105,020
Alabama	10/29/82	23 months	101,310		101,310
Niag. Frontier (Buffalo, NY)	11/08/82	23 months	104,203		104,203
Portland, Oregon	11/15/82	22 months	88,535		88,535
South Carolina	11/15/82	22 months	98,942		98,942
Massachusetts	01/18/83	20 months	104,929		104,929
Idaho	02/07/83	20 months	92,369		92,369
Florida (2)	02/11/83	20 months	134,456		134,456
Kentucky	02/11/83	20 months	90,988		90,988
Georgia	03/10/83	19 months	100,713		100,713
Hawaii	03/38/83	18 months	84,544		84,544
San Diego, California	04/25/83	17 months	76,594		76,594
W. Penns.	06/06/83	16 months	78,285		78,285
Mississippi	07/01/83	15 months	63,104		63,104

<u>WLP</u>	<u>START DATE</u>	<u>MONTHS IN OPERATION</u>	<u>ACTION BUDGET</u>	<u>VISTA SUPPORT*</u>	<u>TOTAL ACTION FUNDING</u>
Michigan	07/01/83	15 months	69,143		69,143
New Jersey	08/15/83	13 months	56,885		56,885
Iowa	09/30/83	12 months	52,510		52,510
Nebraska	11/10/83	11 months	62,510		62,510
Washington, D.C.	12/01/83	10 months	64,777		64,777
Colorado	01/02/84	9 months	53,671		53,671
Maine	01/23/84	8 months	51,372		51,372
Austin, Texas	02/01/84	7 months	38,981		38,981
N. Carolina	02/06/84	7 months	55,650		55,650
Oklahoma	07/01/84	3 months	24,480		24,480
TOTALS	36 MONTHS DURATION	1,055 MO. OF OPERA.	4,223,974	767,936	4,991,910

HIGHLIGHTS OF STATE AND LOCAL ACCOMPLISHMENTS
47 GRANTEES IN 41 STATES*

1. Maryland (Started 9-24-81)

Throughout its operation, the WLP has made direct use of Vietnam veteran volunteers in influential positions to help locate and place other veterans into similar positions. Some results of this effort are the establishment of a Small Business Resource Council for disabled Vietnam veterans, a State Special Population Task Force, and the acquisition of Jobs Training Partnership Act funds with Vietnam veterans serving on a majority of the state's Private Industry Councils. Under the JTPA, the WLP directs the public information component of the state's Veterans Employment Program, which was itself initiated by the WLP and designed in cooperation with state officials. Extensive contacts have been made also with private businesses.

The Maryland WLP attained community recognition by organizing a Fourth of July "Salute to Vietnam Veterans" in 1982. It was supported by hundreds of hours of volunteer assistance and featured addresses by the Mayor of Baltimore and Governor of Maryland to acknowledge the debt of gratitude owed by the state to its veterans of the Vietnam war. In November 1982, the WLP organized the state's Vietnam veteran's delegation to the National Salute associated with the dedication of the Vietnam Veterans Memorial in Washington, D.C. - providing the largest contingent of all the states. With assistance from its board members, the Maryland WLP was instrumental in getting the state's legislature to adopt a resolution to erect a state monument to Vietnam veterans and in getting WLP members appointed to serve on the state's memorial commission.

The Maryland WLP worked, in coordination with Vet Centers and the Sheppard and Enoch Center, to present a seminar on PTSD for employee personnel counselors of local corporations. A significant contribution was made toward remedying the post-traumatic stress consequences on veterans' employment.

2. Philadelphia (Started 9-30-81)

The Philadelphia WLP (using SBA records) focused its employment initiative on contacting all veteran-owned businesses in Philadelphia. The WLP discovered that Vietnam veterans could best be assisted through contributing its staff and volunteer support to the Veterans Multiservice Center. Through coordination with the Southland Corporation, four Vietnam veterans were placed in management training programs.

The United Veteran Council (UVC) requested that the Philadelphia WLP join the council to represent Vietnam veterans of Pennsylvania. In cooperation with the UVC, a memorial fund has been established, with the Pennsylvania WLP Chairman appointed as vice-president.

*The following WLPs are presented chronologically by start-up dates. The highlights are based on reports that state and local WLPs have submitted to ACTION and telephone calls to clarify details.

3. Delaware (Started 10-22-81)

Utilizing its VETWORK (VETERan NetWORK), the Delaware WLP was able to accept chairmanship of VET INFO '83 which brought together veterans and employers to promote mutual understanding and assistance to the veteran in making himself more competitive in the job market. Two hundred eighty (280) veterans and representatives from 59 companies attended. Due to the event's success, the WLP has been asked to chair VET INFO in 1984.

To assist veterans in obtaining employment, the WLP publishes a VETWORK newspaper which provides updates on job opportunities and unemployed veterans and their job qualifications. Other means of providing assistance include job search seminars and the development of a Job Search Guide and Community Survival Handbook. Delaware WLP volunteers have readily provided assistance to other community service programs. In recognition of the program's contribution to the community, the Delaware WLP received a Volunteer ACTION Award for 1983, which was presented by President Reagan.

4. Arizona (Started 1-1-82)

The Arizona WLP has defined its primary role as a coordinator of veterans agencies and bridge between Vietnam veterans and traditional veterans service organizations. The Arizona WLP is frequently visited by transiting veterans from out-of-state who are provided assistance regarding temporary or permanent residence in the state.

The WLP organized a recognition dinner for influential members of the business community and of Vietnam veteran employers. The event was attended by about one thousand people and helped to increase the businessmen's awareness of the general situation and economic needs faced by Vietnam veterans. The WLP obtained the pro bono services of a professional counselor who conducts group therapy sessions to help resolve psychological problems. The WLP sponsored the legislation for a state memorial, and the Project Director has been appointed Chairman of the Memorial Committee.

5. Tennessee (Started 1-1-82)

Through the support of its Boards of Directors and Advisors, the Tennessee WLP has established highly effective programs for employment and small business opportunities for Vietnam veterans. Over one hundred and sixty veterans have obtained employment through the WLP's jobs program and nearly three hundred have received personal assistance in small business development. The WLP director has been named the state's SBA Advocate of the Year. To eliminate misconceptions about Vietnam veterans, the WLP has worked with the media to provide over 2,000 column inches of print and ten hours of radio and television air time devoted to the issue. The Tennessee WLP has also taken the responsibility for the construction of a state memorial, raising over \$100,000 thus far. In addition to assisting the program, WLP volunteers also contribute to community improvement projects. These activities enhance Tennessee's reputation as the "Volunteer State."

6. Seattle, Washington (Started 2-1-82)

The Seattle WLP elected to assist Vietnam veterans by taking their cause to the public. By organizing unemployed veterans and utilizing the support of the press, the WLP was able to demonstrate publicly their employment needs, as well as the capabilities of volunteers.

The Seattle WLP has started planning to initiate a large scale housing program for veterans, to consolidate all Vietnam veterans organizations in a one-stop facility, to help veterans find the means of securing better housing, and to provide housing on a temporary, emergency basis. The emergency housing services have been provided to 10 to 12 veterans per month, using a \$25,000 grant to pay for ten rooms. The WLP has become widely known in the Seattle area because of its efforts to give shelter to needy veterans. About 25% of the veterans who use the housing service also find jobs as a result of working with WLP and local Vets Center representatives.

To educate the public about the Vietnam war and its effect on veterans, the WLP conducted public awareness seminars for high school students and PTSD seminars for mental health professionals. Recently, the WLP has undertaken a three day series of veterans activities, in cooperation with mayor's office, featuring a presentation of the photomural of the National Memorial.

7. Vermont (Started 3-1-82)

The Vermont WLP operates three offices, staffed by eleven VISTA volunteers, which provide extensive services to Vietnam veterans throughout the State. The program assists about two hundred veterans per month on an individual basis. In addition to the personal service provided, the WLP conducts a bi-weekly public education project which enables students to maintain discussions on various topics about the Vietnam war with noted scholars and also affords visitational and counseling service to incarcerated veterans.

Among the significant project achievements of the Vermont WLP are the construction of a memorial and the co-sponsoring, with Station ETV and the Veterans Administration, of a six-hour national teleconference. Over thirty cities were involved in this viewer-participation event to provide public information over the full spectrum of Vietnam veterans affairs.

Affirming its position of leadership for the Vietnam veterans of Vermont, the WLP organized the state's delegation to the 1982 Memorial dedication in Washington, D.C. and has organized an annual "Vietnam Veterans Gathering" which combines a weekend campout with separate activities involving veteran's concerns. The WLP has also initiated a "Christmas Baskets" project which solicits food from local grocers and farmers for distribution to needy veterans and their families.

8. Illinois (Started 4-1-82)

The Illinois WLP provides a comprehensive employment program which includes a state hiring agreement, numerous seminars, personal contact with employers, and a Job Seeker's Guide. Through the WLP's efforts, information on proposed state legislation for veterans hiring preference and economic assistance was brought to the attention of state officials.

An innovative "Hardyman" program was developed to enable veterans to supplement their unemployment compensation by not being penalized for accepting low-paying jobs if no other jobs were available. Economic assistance was also provided through volunteer lawyers providing pro bono legal assistance and obtaining reduced legal fees.

The WLP has enhanced the image of Vietnam veterans by organizing a Memorial in 1982, a Vietnam veterans art show, a speakers program, and a "Memorial Day Salute to Vietnam Veterans." The WLP helped find funding for these events.

9. Connecticut (Started 4-1-82)

The Connecticut WLP has focused its efforts on employment. By utilizing its contacts with a major life insurance corporation, the WLP was able to arrange presentations on behalf of Vietnam veterans at the headquarters of twenty-two of the largest employers in Connecticut. These personal approaches resulted directly in the hiring of at least fifty-three veterans. With the extensive support of local media, a job fair was arranged at a downtown hotel which provided space, physical arrangements, and refreshments at no cost. Over 1,000 veterans attended.

The WLP elected to accomplish its community relations goals by utilizing its VISTA volunteers to design and participate in projects for the benefit of needy children. The projects provided tutorial service, presents, and examples of mature role models.

10. Houston, Texas (Started 4-1-82)

The Houston WLP has made a substantial contribution to the national program by developing a "Job Seekers Guide" and "Directory of Veterans Services and Resources" which are being utilized and imitated by other programs, and conducting objective studies which demythologize many fallacious concepts about the Vietnam war and Vietnam veterans. Because of its direct involvement in finding employment for Vietnam veterans in Houston and in researching the Vietnam war, the WLP has become recognized as an official source of information on veteran's needs. Information provided by the Houston WLP has been utilized in the Congressional Record, and the WLP Chairman was chosen to deliver a keynote speech at the dedication of the National Vietnam Veterans Memorial. The Houston WLP has also taken the lead in raising funds for the construction of three state memorials.

11. New Mexico (Started 4-1-82)

The New Mexico WLP was the first program in the state in almost two decades to conduct a special employment program for veterans. The strength of the program has been based on frequent job seminars, screening and forwarding of resumes, and utilization of the media for outreach to the public and employers. The success of the program was affirmed when it became the first WLP in the national network to receive a grant under the Job Training Partnership Act, Title IV-c. The program has also coordinated with major corporations to conduct a statewide small business conference.

The highlight of the New Mexico program, and one of the quintessential highlights of the national program, was the dedication of the Vietnam Veterans Memorial Chapel in Eagle Nest, which has obtained national acclaim. The New Mexico WLP also developed an intensive positive image program featuring a special "Profiles in Courage Award," for veterans who have returned to civilian life successfully and who have excelled regardless of adversity. Numerous public speaking and television discussion events have been held.

12. Northern California (Started 4-1-82)

With Northern California having the most intense concentration of Vietnam veterans in the nation, the scope of the Northern California WLP's program was appropriately extensive, including employment and small business assistance, "rap" groups, public speaking, construction of a memorial, legal assistance, Agent Orange and PTSD counseling, and intellectual debates.

The highlight of the WLP employment effort is the development of an agreement to provide pre-screened job candidates to the Internal Revenue Service to be considered for hiring under IRS VRA and veterans employment programs. The WLP has also become the leading organizer of a Veterans Business Resource Council for Northern California and is participating actively in a statewide jobs network with other WLPs in California.

13. St. Louis, Missouri (Started 4-1-82)

The St. Louis WLP has produced the most successful employment results within the program. Having established itself as a job service agency, the success of the WLP has enabled it to grow to the point where seven full-time staff members are required to meet the demands of employment applicants. The thoroughness in screening applicants has enabled WLP to establish an ongoing working relationship with sixty companies - which also attests to the reliability of Vietnam veterans as employees. Recently, the WLP was publicly recognized by the St. Louis Business Journal. The WLP has also become an accepted representative for Vietnam

veterans in Missouri, sponsoring many events which honor Vietnam veterans, and organizing the annual Veterans Day Parade. A community volunteer program is also operated which collects and distributes Christmas toys to needy children, food to the hungry, and organizes blood donations for the Red Cross.

14. South Dakota (Started 4-1-82)

The South Dakota WLP developed a successful employment program consisting of a newsletter circulated to hundreds of veterans. It contained extensive job listings in several states. The employment effort also featured an innovative project which assisted veterans in improving their personal appearance.

15. Southern California - Los Angeles (Started 4-1-82)

The Southern California WLP developed and implemented a program, utilizing a computerized job bank, for its number one priority jobs, which has resulted in one of the program's most successful job placement achievements.

In addition to providing conventional employment assistance, the WLP developed an individual one-to-one program, took advantage of the Retired Senior Volunteer Program to provide some veterans with individual expert guidance, and established a Hotline. Through its volunteers, the WLP is able to provide veterans with some free dental assistance and guaranteed legal counseling.

Taking advantage of its location near the movie capital of the world, the WLP has received the volunteer support of television and movie personalities in producing PSA's to support program objectives and to raise funds. The network's largest, most successful "Celebrity Dinner" fundraiser was sponsored by this WLP.

In an unusual exception to federally-funded programs, the WLP was able to raise sufficient private funding from this and other events to return a portion of its federal funding to ACTION.

16. Arkansas (Started 6-21-82)

The Arkansas WLP has developed a comprehensive employment program which includes implementation of the Emergency Veterans Job Training Act. Initial assistance is provided to include procurement of DD 214's, assistance in preparing resumes, and review of military and employment backgrounds. The WLP directs veterans to appropriate counselors in the Employment Security Division, with whom the WLP works regarding veterans employment. To increase veterans' chances for employment, a Jobs Coordinator makes contacts with employers.

Public information support is provided by local radio and television stations. The WLP is extremely proud of having assisted a Vietnam veteran parolee in obtaining employment with a computer company which has decided to send him for special training in preparation for a career in the company. The jobs program is supplemented by providing veterans with a weekly update on jobs available nationally as made available on microfiche by the New York State Department of Labor.

In addition to employment assistance, the Arkansas WLP supported legislation for the construction of a state memorial. To fulfill its role as a community organization, the WLP provides members of its staff and volunteers to assist in the manning of a telephone counseling service and also helps to raise funds for the local "Stewpot" charity which provides free meals for the needy. As a result of its community outreach, the WLP speakers bureau is kept busy with constant requests for guest lecturers.

17. New York City (Started 6-21-82)

The New York WLP has implemented one of the most effective employment programs of all the WLPs. Entitled "Basic Training for Careers," the program involves twenty-one hours of class plus homework over a two-week period. Veterans complete the course with an objective self-assessment, understanding of realistic career goals, a resume, and knowledge of interviewing procedures and salary negotiations. The WLP then assists in contacting employers.

The New York WLP provided invaluable assistance to the national WLP employment program by arranging for an article on Vietnam veterans and the WLP in "Across the Board," one of the most highly respected business magazines in the country. As a result of this article, a number of WLPs were able to add influential businessmen to their Boards of Directors and Advisors.

18. Louisiana (Started 9-29-82)

The Louisiana WLP has been the most successful program in obtaining volunteer assistance, and the utilization of this volunteer assistance has played a major role in all the successful aspects of its program. Volunteer contributions in providing employment assistance have provided a source of matching in-kind services which have enabled the WLP to obtain grants for three job service offices. For his work in assisting small businesses, the Chairman was presented the state's award as Small Business Advocate of 1984. A state memorial is being designed and built through volunteer assistance in fundraising projects such as a raffle and movie premier. The WLP has conducted 10-Kilometer races in support of its projects and as part of Veterans Day ceremonies. Recently, the WLP sponsored a Day at the Races in which each race was dedicated to a different veteran's organization.

19. Ohio (Started 9-30-82)

The Ohio WLP has developed one of the most comprehensive employment programs of all the WLPs to include assisting other state programs involved in placement of Vietnam veterans. The WLP has developed grants which secured funding for veterans Job Placement Services in Columbus, Akron, Toledo, and Dayton and conducted job fairs which have developed over one hundred job openings for veterans. In May, the WLP initiated the first national computer network for Vietnam veterans which includes a national locator service, online conferences, and two-way computer communications. To provide assistance in small business, the WLP has established resource councils in Columbus and Cleveland.

Demonstrating its leadership, the WLP designed and established a state memorial and organized the state's delegation to the 1982 dedication of the Veterans Memorial in Washington, D.C. As part of its extensive community awareness program, the WLP raised funds to assist Vietnam veterans in times of crisis and established a scholarship fund for the children of Vietnam veterans. In recognition of the WLP's contributions to humanitarian causes, the Chairman was presented by the Columbus Dispatch with its Community Service Award.

20. Dallas, Texas (Started 9-30-82)

The Dallas WLP has focused its efforts on devising and implementing a successful small business development program. The WLP has organized a Veterans Business Council to conduct conferences for veterans interested in starting their own businesses. The program has also taken advantage of popular Dallas sports and television personalities to obtain media support for the program. Currently, the program has obtained a grant to implement a veterans employment program in the economically depressed South Texas area.

21. Indiana (Started 9-30-82)

The Indiana WLP established itself as an outreach center and came to be accepted as the principal spokesman for Vietnam veterans in Northwest Indiana. Utilizing its position as the recognized advocate for the interest of Vietnam veterans, the WLP took the lead in founding a memorial and organizing the annual Memorial Day services and picnic. The WLP has also hosted the Vietnam Veterans Civic Council for Northwest Indiana, co-sponsored a Vietnam Veterans Art Fair, a State Vietnam Veterans Conference, and a loan workshop in coordination with Indiana University. It also organized a speaker's bureau. The WLP was publically honored by a detachment (post) of the Marine Corps League that is named after General Holland M. ("Howlin' Mad") Smith.

22. Minnesota (Started 9-30-82)

The success of the Minnesota employment program can be attributed to a great extent to its persistent effort to place Vietnam veterans in key staff positions in jobs programs and on private industry councils, and in the extensive use of public service announcements. The WLP also utilized its staff and volunteers to provide personal assistance to veterans in their job searches.

For veterans desiring to establish their own businesses, "Going Into Business Seminars" are presented throughout the state in coordination with the Small Business Administration.

The WLP planned and coordinated a "Minnesota Salute to Vietnam Veterans," organized a state Vietnam Veterans Reunion, and produced a cable television program on veterans' viewpoints.

23. Utah (Started 9-30-82)

The Utah WLP emphasizes a personal approach to assisting Vietnam veterans. Essentially, veterans who require assistance are sought, and then the WLP staff and pool of volunteers is utilized to provide appropriate, tailored assistance. This approach is supplemented by the presentation of small business workshops and seminars.

Through its community relations program, the WLP has provided a booth at the Hill Air Force Base Air Shows, made an outreach to incarcerated veterans, and established a food collection and distribution program for the poor.

24. Virginia (Started 9-30-82)

The Virginia WLP provides employment and SBA seminars as its primary vehicles for providing assistance to Vietnam veterans. The employment program is enhanced by a bi-monthly newsletter and active outreach to employers to take advantage of the State's low unemployment rate, and the proximity the large number of military establishments and defense contractors in the area.

The WLP and its volunteers are actively involved in providing for the social welfare of veterans. They have promulgated a low interest home loan program for veterans and established a veterans hospital visitation program.

25. Alabama (Started 10-29-82)

In cooperation with the Veterans Outreach Center, the Alabama WLP conducted a Day of Recognition for soldiers from Alabama who died or remain missing in Vietnam.

A Veterans Job Bank has been established which provides over fifty participating employers with monthly updates on the availability of unemployed veterans. In coordination with the University of Alabama, the WLP conducts "Starting Up and Staying in Business Workshops." In recognition of its key position in advocating steps on behalf of Vietnam veterans, the WLP has received the public acclaim of the state's Congressional delegation and of the governor of Alabama. It has been awarded a \$25,000 grant to continue its operations and set up satellites in Montgomery and Huntsville.

26. Niagara Frontier - Buffalo, New York (Started 11-8-82)

The WLP of the Niagara Frontier gained considerable success in achieving its objectives by raising state funds through grant proposals and private funds through fundraising projects that required community involvement. With the support of state grants, the WLP operated a mobile van outreach program to eight counties in western New York to benefit veterans requiring assistance in employment, stress counseling, and referrals on Agent Orange toxicity. A "VETNET" (VETERANS NETWORK) was created using a regional newsletter and special events. A notable achievement was a service that the WLP offered to "pre-screen" candidates for corporations that showed an interest in hiring Vietnam veterans. Weekly seminars were held for unemployed veterans under a PIC grant.

Private sector funds were raised through a series of events called "Operation Monument," for the construction of a Vietnam veterans memorial at Buffalo's waterfront Naval Park. Having obtained a donation of land and \$50,000 from the City of Buffalo, the WLP exceeded its goal to raise \$100,000 - a notable achievement given the depressed state of the economy in the Buffalo area. The major event was a benefit concert featuring noted comedian Mark Russell. Other projects to raise funds included a jazz concert, a wine and cheese party, a celebrity golf tournament, and a proceeds-sharing arrangement at a Buffalo Bisons baseball game. Erie County then matched the private funds that were raised.

As additional public relations projects, the WLP established a Community Leadership Award and, with the assistance of its volunteers, created a Vietnam Veterans Museum aboard the USS Little Rock. The WLP also co-sponsored two annual luncheons for 500 people. Local radio, TV and newspapers covered most events.

27. Portland, Oregon (Started 11-15-82)

The Portland WLP has co-located with the Vet Center to provide maximum accessibility to Vietnam veterans. Through volunteer assistance, a Veteran's Forum is produced for cable television which covers current topics of interest to Vietnam veterans and allows for viewer participation. The WLP sponsored small business seminars in Portland and Vancouver, Washington.

Having procured the pro bono use of Portland's Memorial Coliseum, the WLP presented a display of a portable half-scale, photographic mural of the Vietnam Veteran's Memorial Washington, D.C. This was staffed by volunteers and viewed by over 4,000 visitors who donated a modest amount of money toward the program's continued operation.

28. South Carolina (Started 11-15-82)

The South Carolina WLP has achieved considerable success in placing Vietnam veterans in career and long-term employment positions at the median income level or above. Primary reasons for the success of the program are the close coordination with career development centers throughout the state, an open-door policy which provides individual counseling, and the support of the American Legion and Board of Advisors in insuring emphasis on veterans being employed.

In a unique way of assuring statewide recognition of South Carolina's Vietnam veterans, the WLP is endeavoring to have individual memorials constructed statewide. Thus far, the construction of two memorials have been assured. Thanks to the vast support of a large number of volunteers, the Vietnam veterans of South Carolina receive continued recognition through Veterans Day ceremonies, speakers bureaus, special events, and media information.

29. Massachusetts (Started 1-18-83)

Like many other WLPs, the Massachusetts WLP has come to be known as an expert on the situation of Vietnam veterans in the state. It has provided testimony relative to legislation on Vietnam veterans affairs, appearing on public information programs to present reliable veterans' points of view. The credibility achieved by the WLP has been attested to by others who use the WLP's testimony in support of other veterans programs. A study by the state's Congressional delegation recommended that funding for the leadership program be continued based on its value to Vietnam veterans statewide in Massachusetts.

In addition to referral activities, the WLP conducted a statewide series of four SBA seminars which have been held as of September 1984. An average of 50-60 veterans attended. The SBA reported that hundreds of loan applications have been received from veterans as a result. Job openings were also developed, and the WLP produced a PSA tape which is being utilized by other programs.

30. Idaho (Started 2-7-83)

The Idaho WLP has contributed to the employment of Vietnam veterans by developing a Jobs Service Manual, and persuading the governor to send a letter on behalf of veterans employment to over 3,900 businesses in the state.

It organized its volunteers into Affirmative Action Teams which target individual employers to be personally contacted. Through the volunteer contribution of an employment counselor, "Positive Image" and "Fear of Success" seminars have been held to assist veterans in marketing themselves for employment. The WLP is also a co-sponsor in small business seminars throughout the state and played a key role in obtaining a major loan for a Vietnam veteran to open a muffler shop.

Always active in veteran and community affairs, the WLP has co-sponsored POW/MIA Recognition ceremonies, a Veterans float in the 4th of July parade, and seminars to keep veterans and service providers updated on veterans benefits and sources of funding support. Due to its success throughout the state, the program is working on establishing satellites in Coeur d'Alene and other locations.

31. Miami-Orlando, Florida (Started 2-11-83)

The WLP in Miami developed one of the more successful employment programs by utilizing its volunteer network. It promulgated a cooperative relationship among the State DVOPs, Vet Centers, and the WLP which led to the establishment of a second WLP in Orlando. Volunteers also helped to operate a concession stand at the Orange Bowl which enabled the WLP to raise extra money for incidental expenses.

Among the individual projects conducted by the WLP was the hosting of a luncheon, sponsored by Sun Bank, for businessmen, volunteers, and political officials in order to publicize the WLP and request assistance in meeting the needs of veterans. The WLP also organized a small business seminar and developed a Veterans Art Fund to enable Vietnam veteran artists to present their work to the public.

32. Kentucky (Started 2-11-83)

With the support of its Boards of Directors and Advisors and other volunteers, the Kentucky WLP has been able to accomplish many projects having a statewide impact. With the assistance of Liberty National Bank and Trust, a "Tribute to Vietnam Veterans and Their Art" was presented at the Liberty Gallery. Contributions from Atlantic Richfield enabled the WLP to organize a "Flag Pole Dedication Ceremony" for the state's Vietnam veterans. Local design and advertising companies worked with the WLP to develop a billboard poster in support of hiring Vietnam veterans. The billboard is being utilized by other WLPs throughout the country and has gained the attention of the Wall Street Journal.

As part of its community relations program, the WLP held a Mayor's luncheon to honor Vietnam veterans, provided a booth at the Kentucky State Fair, and held press conferences around the state to publicize the construction of their Veterans Memorial. To help raise funds for the memorial, the WLP arranged for a copy of the National Memorial to be displayed throughout the state.

33. Georgia (Started 3-10-83)

In a relatively short period of time, the Georgia WLP has established a highly successful employment program which has been recognized through the awarding of numerous grants which have increased the scope of its employment program and guaranteed its continuation through May 1986. The WLP's small business program is the most successful in the WLP network. It conducts numerous small business seminars which have facilitated the acquisition of major loans by veterans, and led to the recognition of the WLP's Small Business Specialist as one of two National SBA Veterans Small Business Advocates of the Year. The Georgia WLP's SBA seminars are now being videotaped for distribution nationally.

The employment and small business programs have been supported by an exceptional community relations program, which in turn is supported by Atlanta's professional sports teams. This has resulted in the WLP being designated as the official host of the 1984 Veterans Day Parade.

On July 4, 1983, President Reagan appeared on TV at an Atlanta Braves game, which was carried also via a cable TV network, giving more exposure to the WLP.

34. Hawaii (Started 3-28-83)

Influential Vietnam veteran businessmen have enabled the Hawaii WLP to establish one of the most effective employment efforts in the program. In addition to utilization of its volunteer network to provide employment assistance, the WLP has played a major role in the state's acquisition of federal funds to support veterans employment. It is directly responsible for qualifying one-third of the training programs under the Emergency Veterans Job Training Act. The employment program is supported by daily ads on local television. The WLP has also formed a Business Resource Council to assist veterans who want to establish their own businesses.

The Hawaii WLP has become the designated sponsor of the state's "Memorial Candlelight Ceremony" which is held at the Punch Bowl, National Military Cemetery of the Pacific, overlooking Pearl Harbor. A complete program of community service has been achieved through the contributions of the WLP's volunteers to fundraising events for the March of Dimes and American Cancer Society. The WLP volunteers received public recognition for their contributions to these community projects.

35. San Diego, California (Started 4-24-83)

The San Diego WLP aimed its employment efforts at persuading employers to become involved in training and employment programs for veterans. The WLP's persistence was rewarded when it secured the commitment of a local helicopter construction company to employ veterans through the EVJTA. The company has hired over ninety veterans thus far. The WLP

conducts weekly EVJTA workshops in coordination with the Vet Centers and VA as well as JTPA contractors and private employment agencies. Currently, the WLP is involved in establishing a statewide employment network in cooperation with WLPs in San Francisco and Los Angeles.

Other WLP activities include sponsoring interservice boxing matches and job fairs, and co-sponsoring Memorial Day services and a state veterans small business conference in San Francisco.

36. Western Pennsylvania (Started 6-6-83)

The Western Pennsylvania WLP has integrated itself with other veterans service organizations, in some cases assisting them in obtaining grants, to insure that maximum available services are provided to Vietnam veterans. As part of its own employment program, based on its contacts with veterans and employers, the WLP has developed a job data bank which is sent to participating employees on a monthly basis. In coordination with other veterans organizations, seminars have been conducted to support veterans in small businesses.

The WLP has developed an extensive public information campaign, supported by local professional sports teams, which included a golf tournament and art show. Taking the lead in the construction of a state memorial, the WLP secured the dedication of a plot of ground for its construction in Roberto Clemente Park. In recognition of the WLP's value to the community, Allegheny County has committed to providing rent-free office space for the next four years. Currently, the WLP is planning to establish a satellite office in Erie.

37. Mississippi (Started 7-1-83)

The Mississippi WLP utilized available information in state and veteran organizations' record systems to locate Mississippi's Vietnam veterans. These veterans are contacted to see if they need assistance and if they are able to volunteer to give others assistance. This approach proved to be so successful that the WLP is in the ironic position of having more volunteers willing to assist than it has been able to utilize. In order to remedy the situation, the WLP has purchased a van which travels throughout the State to inform veterans of the potential assistance available to them.

The WLP has become the state leader in organizing recognition ceremonies for Vietnam veterans. It coordinates an effective social welfare program for veterans which includes Agent Orange screening and referral, vocational rehabilitation, PTSD counseling, and legal assistance.

38. Michigan (Started 7-1-83)

The Michigan WLP employment program included a specific targeting of three hundred corporations in the state. As a result of the contacts made, the WLP has now established a base upon which to develop an effective EVJTA program. The program will be supported by the development of a cable television jobs program which is being produced pro bono for the WLP. In addition to the employment program, preparation is being made for the presentation of SBA seminars featuring its volunteers as key speakers. With the support of its Board of Directors, the WLP has established an active public speaking program and organized a stress counseling service.

39. New Jersey (Started 8-15-83)

Despite having been in operation for only one year, the New Jersey WLP has already implemented a successful job placement program which has been recognized and rewarded with the award of additional state grants to extend the program to four additional locations. This includes grants from Jersey City and the Hudson County Private Industry Council. Job Search Training Workshops are being held for unemployed veterans, and a media campaign has increased public awareness of the need to help Vietnam veterans.

40. Iowa (Started 9-30-83)

The Iowa WLP began its program by establishing working relationships with Veterans Service Organizations and making an active outreach to employers on behalf of Vietnam veterans. These two efforts have resulted in a working relationship with a number of employers who can effectively be presented with a source of qualified job applicants. The WLP has also produced and presented a number of public service announcements and publishes a newsletter with a circulation of about seven hundred.

41. Nebraska (Started 11-10-83)

Despite its short period of existence, the Nebraska WLP has had considerable success in accomplishing its primary goal of finding jobs for Vietnam veterans. Current projects include an Omaha Public Schools workshop on Vietnam, an art exhibition at Offutt Air Force Base to coincide with an air show, and emphasizing through public information that there remain many unmet needs and lessons to be learned from the experiences of veterans of all wars.

43. Washington, D.C. (Started 12-1-83)

The Washington, D.C. WLP coincided its inauguration with a Vocational Guidance Fair, in cooperation with the Maryland and Virginia WLPs. The Fair was attended by one hundred and thirty veterans who were given individual assistance in skills testing, job finding, and referral. Having

established itself as a job service for veterans, the WLP has assisted over three hundred veterans thus far. The WLP has formed a Volunteer Advisory Group which obtains media support for the programs' projects and established a "Survival Guide" for area veterans.

The WLP is organizing to raise funds for a Washington, D.C. Memorial and has formed a Veterans Neighborhood Council to insure program coverage of the five geographical areas of the city.

43. Colorado (Started 1-2-84)

The Colorado WLP opened its doors to veterans less than one year ago. The WLP is currently conducting an extensive recruitment of volunteers to support its major goal of implementing a comprehensive employment program in connection with the Emergency Veterans Training Act.

44. Maine (Started 1-23-84)

The Maine WLP has also been recently established. The Board of Directors has determined to raise private funds to continue the operation of the program after September 30, 1984. The current goals of the program are to develop a public information program which enhances the positive image of the state's Vietnam veterans, establish four Vietnam Veterans Civic Councils in Maine, and to bring about the construction of a state memorial.

45. Austin, Texas (Started 2-1-84)

The Austin WLP has been in operation for less than six months. Emphasis is being placed on utilization of the media to publicize Vietnam veterans affairs. In the future, WLP intends to take advantage of the favorable employment situation in Austin by networking with the other Texas WLPs in Dallas, Houston and the Rio Grande Valley, to assist them in finding jobs for Vietnam veterans.

46. North Carolina (Started 2-6-84)

Despite being one of the newer programs, the North Carolina WLP has already demonstrated a solid performance. The WLP is anticipating a private grant which will enable it to continue its EVJTA program. A plan has been implemented to construct a Living Memorial through the cooperative efforts of the Forestry Service, 4-H Clubs, and WLP volunteers. The memorial will be created with the planting of one loblolly pine tree for each American serviceman killed in Vietnam. These trees are being planted along a segment of Interstate 85 in North Carolina, to be called the Vietnam Veterans Memorial Highway. An official opening ceremony is scheduled for February 1985. A project is also underway to utilize WLP volunteers in support of Red Cross disaster relief programs.

47. Oklahoma (Started 7-1-84)

The Oklahoma WLP is the last WLP to be established with ACTION funds. With a press conference to announce its opening on August 5, the WLP has already recruited a number of volunteers, initiated the planning for employment and small business seminars, and made arrangements to display the half-scale model of the National Memorial.

48. New Hampshire (Started 7-1-84)

The New Hampshire WLP is the first WLP to have been established without the use of ACTION funds (and therefore does not appear in ACTION reports.) Due to the success of his performance and the effectiveness of the WLP concept, the director from Massachusetts was requested to initiate this program in New Hampshire with the support of state funds.

MONTHLY REPORTING REQUIREMENTS AND FORMAT

All WLPs were required to submit a monthly progress report to the national WLP office at ACTION in Washington, DC. The results from these reports, compiled cumulatively, are shown in Table No. 5 on page 38 of the text.

The national office developed a standard reporting format to be used by all projects. A copy of this guide is shown on the next page of this attachment. It was mailed to all WLPs and since January 1984, several letters have been mailed to all projects regarding reporting requirements. During the national WLP training conference in January 1983, programmatic reporting requirements and procedures were a major topic of discussion at several sessions. A proposed reporting format was presented to conference attendees prior to the conference and discussed in depth at the conference. Following the conference, on March 2, 1983, a revised report format requesting job placement information was mailed to WLP offices. In the covering memo, the WLP national ACTION office noted:

"Implicit in the requirement to maintain records which identify your various program initiatives and their results is the necessity to 'follow-up' on, for example, referrals to determine if the man actually got the job... In the rush to get the job done, our principal mission, it is sometimes difficult to realize the importance of having a method of determining what actually happened a week or a month later with that veteran to whom you provided an important service. That follow-up, however, is an important part of what this program is all about. We want to be as professional in our record keeping as we are in every other area."

Within a few months of issuance of that memo, the WLP national office sent the programs definitions of terms used in the programmatic reporting form with regard to employment statistics. The definitions are: "Veterans placed" means "Veterans placed in jobs directly as a result of WLP involvement." "Veterans counseled" and "Veterans referred" make it very clear that only those veterans placed into jobs are to be reported as such.

Moreover, the context of WLP employment efforts has had its own effects as individual programs select their own goals and objectives subject to ACTION's approval. Programs are not required to develop employment goals, and those that have chosen to do so have not been required to develop goals and objectives in terms of job placements. The primary thrust of WLP employment efforts has, in fact, been in the area of developing a favorable climate for veterans seeking career opportunities commensurate with their needs, aspirations and abilities. This emphasis has resulted in numerous programmatic activities intended to develop such job opportunities, prepare veterans to take advantage of the opportunities and to, generally, improve the public's perception of veterans. The majority of this work may never show up as a direct WLP placement.

MONTHLY REPORT FORMAT FOR VWP PROJECTS

Name of VWP _____
Address _____
Phone number _____
Month covered by report _____
Signature of Project Director _____
completing report (date) _____
Signature of Chairman _____
(date) _____

1. VOLUNTEER ACTIVITY

- A. Number of volunteers recruited in report month _____
B. Total number of volunteer hours in report month _____
C. Total number of volunteers currently active _____
D. Cumulative number of volunteer hours since _____
beginning of grant _____

2. PROGRAMMATIC PROGRESS

- A. Goal 1 _____
(Progress) _____ (brief description) _____ (target date) _____

B. Goal 2 _____

C. Goal 3 _____

D. Goal 4 _____

(continue as necessary to cover all goals
in your Leadership Plan)

3. ECONOMIC DEVELOPMENT STATISTICAL SUMMARY

A. Individual Employment

Veterans Counseled	Referred	Placed	Upgraded	Jobs Developed	Events Staged*
EVJTA	EVJTA	EVJTA		EVJTA	

B. Business Development

Veterans Counseled	SBA	Vets referred to Vol. Network	Other	Events Staged**	Job Potential

*Such as job fairs, seminars, etc.

**Such as SBA workshops, small business seminars, etc.

4. OTHER SIGNIFICANT EFFORTS (such as advocacy, general referrals, remembrance, etc.) Please give detailed information on EVJTA, as well as problems, successes, and recommendations for improving EVJTA.

LIST OF PARTICIPANTS WHO MANAGED THE 47 PROJECTS
AUGUST 1984

List of Chairmen and Program Directors

ALABAMA

William Roe, Chairman - Served on two tours with the 101st Airborne. Received a Purple Heart and a Silver Star for service in Vietnam.

Talmadge Foster, Program Director - A veteran of Korea and Vietnam. Was Battery Commander and received Bronze Star in Vietnam. Holds rank of Major. Graduate, Tuskegee Institute. Distinguished career in higher education including work with Alabama Center for Higher Education, a consortium representing seven colleges and universities within the State.

Judge Wayne Thorn, former Chairman - Served with U.S. Army in Vietnam as company commander. Bronze Star. J.D. from Cumberland School of Law at Stamford University. Now, District Judge, Jefferson County, Alabama.

ARIZONA

John McCain, Chairman - Highly decorated Navy pilot. Naval Academy graduate. Former POW. Now U.S. Congressman from Arizona.

Jim Hartdegen, Program Director - Was a fire team leader with 25th Infantry Division. Worked with the Safety Department of the Noranda Mining Company and is now a representative in the Arizona State legislature.

ARKANSAS

Russell Ratliff, Chairman - Served two tours with the 228 Combat Air Assault in Vietnam. Now a successful business in Pine Bluff, Arkansas.

Donald Grigg, Program Director - Was with 1st Battalion 12th Cavalry (Airborne). Lost leg in combat yet returned for a second tour as a hospital administrator. Earned M.A. in hospital administration, worked with hospitals and medical consulting firm. Was Director of Personnel at University of Arkansas.

Leon Clements, former Chairman - Drafted by Cincinnati Royals basketball team. First team All American basketball player in 1965. Served with 1st Air Cavalry as company commander. Now, senior vice president of Simmons First National Bank, Pine Bluff, Arkansas.

NORTHERN CALIFORNIA

John Cummings, Chairman - Served first tour with Special Forces. Was commander of A Company, 4/21st Infantry, 199th Light Infantry Brigade second tour. Wounded. Now an attorney in private practice.

Bob Summers, Co-Program Director - Was a medic, U.S. Army Special Forces in Africa and Vietnam. Ph.D. in ecology from the University of California at Davis.

Harrison Jack, Co-Program Director - West Point graduate. Platoon leader and company commander in Vietnam. Received Bronze Star. Industrial sales executive. Holds M.B.A.

Glen Kendall, former Co-Chairman - Served in Vietnam with 196th Infantry Brigade as rifle company commander and battalion staff officer. Holds Master's from Dartmouth College and was White House Fellow. Was Director of Policy Planning for the Environmental Protection Agency. Now President of Terradata, Inc. and Kendall Associates, a consulting firm.

SOUTHERN CALIFORNIA

LOS ANGELES

Leo Thorsness, Chairman - Flew 93 Air Force missions. POW six years. Ran against George McGovern for Senate seat in South Dakota. Earned Congressional Medal of Honor. Now corporate executive with Litton Industries.

Roland Cinciarelli, Program Director - Retired from Marine Corps as Brigadier General. Real estate investor before joining WLP. Commanding officer of maintenance company in Vietnam.

SAN DIEGO

Jack Blum, Chairman - Decorated Navy doctor. Active in reserves. Maintains successful medical practice.

Paul Grasso, Program Director - Was squad leader with 1st Air Cavalry. Holds Purple Heart and Silver Star. Was Mayor's Aide for Vietnam Veterans Employment Initiative. B.A. from Villanova. Currently working towards MBA.

COLORADO

John Serini, Chairman - Served in the 1st Cavalry in Vietnam. Was wounded. Received three purple hearts and air medal. Earned a B.A. from the University of Massachusetts and a J.D. from the New England School of Law. Presently a trial lawyer with Schmidt, Erad, & Wills.

Daniel Webster, Program Director - U.S. Air Force in Vietnam. B.A. from the University of Nebraska.

Tom Eller, former Chairman - Martin Marietta executive. Air Force officer in Southeast Asia. President of the Air Force Academy Association.

CONNECTICUT

Max Patterson, Chairman - Served in Vietnam with the 1st Infantry Division. Earned B.A. and Master's degrees at Michigan State University. Now police chief, Windsor, Connecticut.

Tom Carhart III, former Program Director - West Point graduate. Awarded two purple hearts. Attorney. Author of numerous articles and book reviews. Author of books, BATTLES AND CAMPAIGNS IN VIETNAM, AND ABOVE THE REST.

DELAWARE

Don Logan, Chairman - Served in Navy (electronic intelligence work). Earned B.A. Currently attending law school. Executive Director of Delaware Council on Crime and Justice.

Wayne Hanby, Program Director - Served with 2nd Battalion 3rd Marines. Lost an eye and a hand in combat. Was a Justice of the Peace for the State of Delaware.

FLORIDAMiami

Max Cruz, Chairman - Was with U.S. Army infantry MACV advisor. Received two Bronze Stars. University of Nebraska degree. Is the Assistant Stadium Administrator, City of Miami.

David Blanchard, Program Director - Served with the 25th Infantry Division in Vietnam. Received Bronze Star. Holds Master's Degree from Hofstra College.

Orlando

John Garceau, Board Member - Insurance agent. Served with Navy in Vietnam. Holds B.A. in political science.

George Case, Program Director - U.S. Air Force in Vietnam. B.A.

GEORGIA

Mary Lou Keener, Chairwoman - Served as staff and charge nurse on U.S.S. Repose stationed off the coast of Vietnam. Earned J.D. from Catholic University. Now a practicing attorney.

Ron Miller, Program Director - Served with 162nd Aviation (Assault Helicopter) Company. Received degree from Arkansas State. Charter pilot before joining WLP.

Andy Farris, Board Member - U.S. Army. Bronze Star. Purple Heart. B.A. journalism. President, Farris/Sims and Company, marketing and sales firm. Won Small Business Advocate of the Year Award from SBA 1984.

R. Keegan Federal, Jr., former Chairman - Served with the Army Signal Corps in Vietnam. Law degree from Emory University. Now Superior Court Judge.

HAWAII

Lester M. Higa, Chairman - Graduated from Denver University with economics degree. Served with 1st Air Cavalry in Vietnam. Real estate broker.

Michael Wix, Program Director - Disabled. Received Bronze Star. Army helicopter pilot.

IDAHO

Ralph E. Jones, Chairman - The holder of a Bachelor's Degree in Business Administration from Idaho State University, Jones now farms 480 acres near Filer, Idaho. Honorably discharged from the U.S. Army as a sergeant, he was section leader of an 81mm mortar platoon with the 101st Airborne Division in Vietnam from 1969 to 1970.

Max W. Brown, Program Director - Served with 1st Infantry Division in Vietnam. Received two Bronze Stars. Owner of home appliance service business.

Bernard Fisher, former Chairman - Served with 1st Air Commandos, USAF. Sits on Pardon and Parole Board, Idaho. Farmer and pilot. Congressional Medal of Honor recipient.

ILLINOIS

Gene Connell, Chairman - Served in the Air Force in South East Asia. Awarded the Air Force Commendation Medal. Partner in the law firm of Connell and Connell. Holds an MBA degree from Northern Illinois College of Law.

Al Lynch, Program Director - Served with the First Air Cavalry in Vietnam. Congressional Medal of Honor recipient. Was Chief of Ambulatory Care at the Veterans Administration Medical Center, North Chicago.

H. G. "Skip" Smith, former Chairman - Was company commander of the 299th engineering battalion. Two Purple Hearts and a Bronze Star. Earned B.S. from Southern Illinois University. President, Smith, Cantrell and Associates, a commercial real estate firm.

Rick Eilert, former Program Director - Marine. Author of award winning novel FOR SELF AND COUNTRY.

INDIANA

Ron Layer, Chairman - West Point graduate. Captain, fire support coordinator, 9th infantry division. Purple Heart. Graduated Indiana Law School, now trial lawyer.

John Szczepanski, Program Director - Served in Vietnam as infantryman. Received two Purple Hearts. Earned B.A. from St. Joseph Calumet College, Dean's list throughout. Paralegal.

Rick Barnes, Board Member - 2nd in command, Dyer Indiana police force. Marine Silver Star.

IOWA

Jim Felker, Chairman - Served in the U.S. Marine Corps in the 3rd Marine Division in Danang. Awarded three purple hearts. Presently working for the Iowa Department of Adult Corrections.

Robert Tecklenburg, Program Director - Served with the 27th Marine Corps Infantry in Vietnam. Received a B.A. from the University of Iowa in Sociology and an M.A. from the University of Northern Iowa in American and Latin American History. Worked as an historian for the National Park Service and as an outreach counsellor for the Des Moines Vet Center.

Bobby Briggs, former Chairman - Served three tours in Vietnam. Lt. Colonel, Retired. Holds Legion of Merit, Distinguished Flying Cross, Purple Heart. Currently Assistant Director, Human Resources, Department of Transportation, State of Iowa.

KENTUCKY

Ron Ray, Co-Chairman - Served as infantry battalion advisor with the Vietnamese. Marine Corps. Graduate, magna cum laude, University of Louisville School of Law. Partner in law firm. Lecturer, University of Louisville School of Law.

Dean Quillett, Co-Chairman - Served in the 5th Cavalry and 1st Cavalry in Vietnam. Awarded a purple heart and air medal. Earned a B.A. from Western Kentucky University. Presently senior administration vice president for Commonwealth Life Insurance.

Jim Lundgard, Program Director - Served in the Mekong Delta with the 9th Infantry Division. Purple Heart and Bronze Star. Earned degree from University of Louisville and was sales supervisor for Allan Aluminum.

Phil Brostein, Board Member - U.S. Army. Purple Heart. Director, Arthur Young Company.

LOUISIANA

Bill Ryan, Chairman - Was a Marine platoon commander. Received three Purple Hearts, legally blind as a result of wounds. Is a businessman and attorney. Develops commercial real estate.

Robert G. Nickerson, - Program Director - Retired after 30 years from the Air Force in 1975 as a master sergeant. Owner of an insurance agency, he now directs the Louisiana WLP's statewide veterans employment project.

MAINE

John Fitzsimmons, Chairman - Fitzsimmons earned a Master's Degree in Education from the University of Southern Maine in 1974 and is now executive director of the Cumberland County (Maine) Training Resource Center. He served in Vietnam in 1970 as a helicopter mechanic with the Marine Corps.

Phillip Vampatella, Program Director - Served as a Navy fighter pilot from 1962 to 1967, including two tours in Vietnam on the U.S.S. Hancock. Flew 155 combat missions and destroyed one MiG in air-to-air combat. Earned the Navy Cross. After leaving the Navy was a pilot for Pan Am.

MARYLAND

Mark Treanor, Chairman - Naval Academy graduate, served with 1st Marine Division as rifle platoon commander. Now partner with Baltimore law firm.

David DeChant, Program Director - Spent 31 months in Vietnam as a Marine Scout and liaison between military and civilian leaders. Managed restaurant before joining WLP.

MASSACHUSETTS

Kevin Danehy, Chairman - Was a Marine pilot in Vietnam. Received B.A. from Boston College. Now, Business Manager with Interactive Data Corporation.

Karol Alexander, Program Director - Retired on 30% disability from the U. S. Coast Guard. Was one of the first 50 women to serve on Coast Guard active duty, becoming a qualified NCB Coxswain. Has B.A. degree from Boston University in American Maritime History.

Richard Ducey, former Program Director - Served with 1st and 25th Infantry Divisions. Holds Associate Degree with honors. Sits on Governors Advisory Commission on Veterans Affairs. Has testified and lectured extensively in the area of Vietnam veterans affairs. Established Boston office of the Military Order of the Purple Heart, and helped found the New Hampshire WLP, the first established without ACTION funds.

MICHIGAN

John R. Todd, Chairman - Helicopter pilot in Vietnam. Blinded in action. Received law degree from Georgetown University. Now a law professor.

Bill Steger, Program Director - Combat medic with 196th Light Infantry Brigade. Wounded on first tour. Second tour was advisor to Vietnamese. Retired as Sgt. Major. Holds Masters Degree in management and supervision.

MINNESOTA

James Main, Chairman Earned M.A. in public administration from the Humphrey Institute, University of Minnesota. Served in Vietnam with the U.S. Navy.

Steven Markley, Program Director - Was a Marine infantryman with the 1st 1st Anti-Tank Battalion and the 2nd Combined Action Group. Wounded. Owner, Markley Farms. Corporate executive with Equico Lessors, a subsidiary of Equitable Life Assurance Co.

Jack Noble, Board Member - Three Purple Hearts. Marine. Silver Star. Graduated from Tulane Law School. Now international banker, Vice President of National City Bank of Minneapolis.

MISSISSIPPI

Rhesa Barksdale, Chairman - West Point graduate; J.D. with distinction, University of Mississippi. Served in Vietnam. Purple Heart. Now, partner in law firm.

Michael Medley, Program Director - An attorney in Mississippi for several years, Medley left the legal profession temporarily to serve as project director of the Mississippi WLP. He served in Vietnam with the Army's 4th Infantry Division in 1969-70 as a sergeant in a reconnaissance Unit.

Arlin Ruthven, Vice Chairman - Graduate of West Point and earned M.A. at Georgetown University. J.D. from University of Mississippi Law School. Holds Purple Heart. Corporate attorney.

MISSOURI

Robert Kieffer, Chairman - Served with the 1st Logistical Command. Presently working as a certified financial planner.

Pat Schommer, Program Director - Army combat medic in Middle East. Founded Veterans Service Center in St. Louis. Chairman of Special Task Force for Veterans Affairs, St. Louis. Was consultant to Department of Medicine and Surgery for VA. Coordinator for training VA's Southeast Regional Medical Education Center.

Jerry Wamser, former Chairman - Was a MACV advisor to the 23rd Vietnamese Infantry Division. Worked with Red Cross to help relocate South Vietnamese refugees after the war. An attorney in private practice, involved in variety of civic affairs including a gubernatorial appointment to the Board of Elections Commission, City of St. Louis.

NEBRASKA

Terrence L. Veylupek, Vice President of Veylupek Construction Company. Served as an aviation electrician's mate onboard the U.S.S. Midway in Vietnamese waters in 1970-71, Light Attack Squadron #93.

Phil Asta - Active in veterans affairs on college campuses, Asta served as a helicopter mechanic in the Marine Corps. He holds a bachelor's degree from the University of Nebraska at Omaha.

NEW JERSEY

Edward O'Connor, Jr., Partner in a law firm, O'Connor is a member of the New Jersey State Senate. He served in Vietnam as a captain in the Army's military intelligence branch. He is a graduate of St. Peter's College and Fordham University Law School. He holds a Master of Law degree in Labor Law from New York University.

Steven R. Ross, Program Director - Served with 101st Airborne Division in Vietnam. Lost part of left foot in combat. Purple Heart. Locomotive engineer with Amtrak before becoming Aide to Mayor of Jersey City. Effective October 1, 1984, became the first interim National Director of the new corporation that is being established as the private sector replacement to the ACTION WVLP office.

Paul W. Bucha, former Chairman - West Point Graduate. Holds Medal of Honor. President, Paul W. Bucha, Inc.

NEW MEXICO

Wayland A. Tanning, Chairman - U.S. Air Force, awarded Bronze Star, B.A. in journalism/advertising. Communications consultant and advertising executive. Assistant to the Mayor of Albuquerque.

James McKay, Board Member - Assistant attorney general, New Mexico. Silver Star.

Gene Gilbert, Program Director - An attorney, served with 2BN 34th Armored Division 1967-1968 in Vietnam. Graduated from the American University Law School in Washington, D. C.

John Garcia, former Program Director and presently National Deputy Director for the WVLP, Washington, D. C. Administered projects in 24 states and became responsible for the administrative close-out of all 47 ACTION WVLP projects.

NEW YORK

James Resti, Chairman - Served with the 1st Air Cavalry. Presently works with the International Law Firm of Mandell and Grunfeld.

Gene Gitelson, Program Director - Was support platoon leader and rifle platoon leader in Vietnam. Worked in marketing research for Joseph E. Seagrams Company. Directed drug prevention program in South Bronx.

Earned M.B.A. with honors from New York University. Was second Vice President of Chase Manhattan and consultant to multi-national corporations. Is guest lecturer at N.Y.U. School of Public Administration and the American Management Association.

William Schmick, former Chairman - Joined Marines at 17 and served in Vietnam with the Combined Action Program. Decorated for valor and wounded in action. Wrote an award winning column for the Philadelphia Evening Bulletin while earning his journalism degree. Holds M.B.A. from New York University. Was Fulbright Fellow in Japan. Wrote for FORBES MAGAZINE and is now an institutional broker for Drexel, Burnham, Lambert.

NIAGARA FRONTIER (BUFFALO, NY)

John Propis, Chairman - Chartered life underwriter, Northwestern Mutual Life. Marine. Two Purple Hearts.

Peter Linkowski, Program Director - Served with 3rd Marine Division. Purple Heart. B.A. in history.

Joe Ryan, former Chairman - Navy Lt., commanded team of professional divers. Founding partner of National Public Professional Associates, Inc. Degree in labor relations from Cornell University. Brother, Bill, is chairman of New Orleans VVLP.

Terry Martin, Ph.D., former Program Director - A policy planning consultant, retained by national VVLP staff as principal investigator and author of the final report on the three-year history of the national VVLP network, entitled, An American Sunrise - The Vietnam Veterans Leadership Program.

NORTH CAROLINA

David Tanis, Chairman - U.S. Army, Americal Division. Bronze Star. Law degree from Wake Forest University. Former District Court Judge, now in private practice.

Pat Carlisle - A retired Marine Corps Major, holds a B.A. from Catawba College. Served three tours in Vietnam beginning in 1962 as an advisor. In 1966-67, served as an infantry company commander and, later, as an aerial observer. Holds the Silver Star, Distinguished Flying Cross, two Bronze Stars.

OHIO

Gene Watts, Ph.D., Chairman - Army Captain with 509th radio research group in Vietnam. Now Associate Professor of History and a Research Associate for the Study of Crime and Delinquency, Ohio State University. Holds several post-doctoral awards and is a book review editor.

David Aldstadt, Program Director - Flew reconnaissance missions as a senior specialist with the Army in Vietnam. Has held executive positions in sales and planning analysis.

OREGON

Jack Mocre, Chairman - The owner of a day care center in Vancouver, Washington - directly across the Columbia River from Portland - Moore served in Vietnam in 1968-1969.

Michael Harding, Program Director - High school history teacher; U.S. Army 170th Assault Helicopter Company and 101st ABN Division. Bronze Star.

Charles Boardman, former Chairman - Earned B.A. with honors, University of California. Received J.D., Northwestern School of Law. Editor of Law News. Practicing attorney. Enlisted, U.S. Army. Re-entered service as a Marine. Two tours. Wounded.

PENNSYLVANIA

Philadelphia

Harry J. Gaffney, Chairman - Degrees from Villanova, St. Josephs. Served with 3rd Marine division.

Doug Foster, Program Director - Enlisted in Army at 18, Retired as Major. Wounded in action. Degree in business administration.

Chuck O'Brien, former Chairman - Was platoon leader with the 9th Infantry Division, airborne and ranger qualified. Lost part of his leg. Taught skiing to handicapped. Climbed Mt. Rainier July 1981. Is an attorney in private practice.

Pittsburgh

Mark McKinney, Chairman - Served with detachment of the 1st Seg. Brig., in Vietnam. Currently is an attorney in private practice in Pittsburgh.

Shamus Maloney, Program Director - Fireteam leader and squad leader in Vietnam with G. Company, 2nd Battalion, 27th Marine regiment. Purple heart. Letter carrier with Post Office. Owned commercial vacuum cleaner sales and service company.

Don Bailey, former Chairman - Was company commander with the 101st Airborne Division in Vietnam. Awarded a Silver Star and two Bronze Stars. Served two terms in the U.S. Congress and was the most highly decorated Vietnam veteran in the House of Representatives.

SOUTH CAROLINA

Bobby Kinard, Chairman - Was a Sergeant with the 3rd TAC Fighter Wing of the Air Force in Vietnam. Graduated from the Citadel and University of South Carolina Law School. Presently in private practice of law. Serves as representative to South Carolina legislature.

F. Lee Hunnicutt, Program Director - President, New Cut Woodworks. Served with U.S. Army in Vietnam, 11th Armored Cavalry. Two Purple Hearts. B.A., The Citadel.

Michael J. McDermott, former Program Director - Was with the 1st/2nd Black Scarf Battalion, 1st Infantry Division ("Dracula Battalion") in Vietnam. Earned degree from the Citadel. Was with the W. W. Smith Company before joining the WLP.

SOUTH DAKOTA

David Volk, Chairman - Served as journalist and photographer with 101st Airborne. Returned to South Dakota and was elected State Treasurer. Has held that post ever since.

TENNESSEE

Sam Bartholomew, Chairman - Was with the 3rd Squadron, 4th Cavalry after graduating from West Point. Was legislative assistant and campaign manager to Senator Howard Baker while earning law degree at Vanderbilt University. Is now an attorney in private practice.

Fred Tucker, Program Director - Enlisted in the Marines at 16. Served two tours of duty in Vietnam. After retiring as a Major, earned Master's degree in Communications and taught college. Was general manager for Carpet Barn and managed ten stores in three states.

TEXAS

Austin

Robinson Risner, Chairman - Served in Vietnam, held as a prisoner of war in Hanoi for seven years.

Don Hobart, Program Director - Colonel U.S. Air Force (Ret.) Tactical Air Command. B.S. degree, Bronze Star.

Dallas

Thomas Hartin, Chairman - Was a platoon leader with the 1st Air Cavalry in Vietnam. Holds Purple Heart. Earned B.S. from University of Texas. Was real estate broker and home builder.

Stan Corvin, Program Director - Served two tours with the 5th Special Forces as a low level Recon Pilot.

Houston

Richard Kolb, Chairman - Was radio operator with the 101st Airborne in Vietnam. Works in the field of exploration in the petroleum industry. Free lance author-numerous articles affirming the integrity of service.

Stan Horton, Program Director - Was Navy Seabee and worked with 5th Marines in I Corps. After Navy he enlisted in Marines, became a pilot and earned college degree in aeronautics.

UTAH

Franklin Maughan, Chairman - Was platoon leader, 1st squadron 4th calvary, 1st Infantry Division. Former County Commissioner of Weber County, Utah, and is now in private business.

Bill Galbraith, Program Director - Served with Army Field Artillery as Lt. Col. in Vietnam. Started two vocational training schools in-country for ARVN veterans. Degree in business administration. Was business manager of hospital, purchasing and personnel director of a savings and loan company and now owns a retail business.

VERMONT

Robert E. Rummel, Chairman - Machine gunner with 101st Airborne, wounded in action. President of Robert E. Rummel Construction Company and president of Green Mountain Futures, a development company.

William Fagginger-Auer, Program Director - Served in Navy as operations officer aboard "Franklin Delano Roosevelt." Was director of Project to Advance Veterans Employment (PAVE).

VIRGINIA

Phil Hough, Chairman - Was Navy operations officer and Assistant Senior Advisor and Team Leader in Vietnam. Naval Academy graduate. Master's in public administration from University of Southern California. Consultant to U.S. and European defense industries.

Steve Smith, Program Director - Served two tours in Vietnam.

Stephen Brixey, former Vice Chairman - Naval Academy graduate. Marine Officer. A-6 bombardier navigator in Southeast Asia. Now executive with Texas Instruments in Dallas, Texas.

Carl White, former Program Director - Served as advisor to Vietnamese Marines. Retired from Marines as major. Holds degree in broadcast journalism. Was magazine editor and had own publications design and editorial consulting firm. Now editor of "The Government Executive."

WASHINGTON (Seattle)

Lee Raaen, Board Member - Served with 2/27 Infantry. Law degree from University of Oregon. Practicing attorney.

Joel W. Estey, Program Director - Estey left the life insurance business to take over direction of the Seattle WLP in early 1983. He served as a sergeant and squad leader with the Army's 196th Light Infantry Brigade in Vietnam in 1967-68. He holds a Bronze Star for valor and a Purple Heart.

WASHINGTON, D.C.

Tom Downs, Chairman - Served as Executive Officer of a 110 man combat unit in Vietnam, 1967-1968. Currently is Deputy Mayor for Operations and City Administrator, District of Columbia.

Sherman Green, Program Director - Air Force corpsman, helicopter air and Sea rescue in Vietnam. Holds J.D. from Howard University Law School.

Frederic Davison, former Chairman - Was squad leader with 1st Air Cavalry. Holds Purple Heart and Silver Star. Was Mayor's Aide for Vietnam Veterans Employment Initiative. B.A. from Villanova. Currently working towards MBA.

NATIONAL ADVISORS FOR THE VIETNAM VETERANS LEADERSHIP PROGRAM

FRANCIS GUESS

Served with 1st Infantry Division. Received Master's from Vanderbilt University. Is Commissioner of the Department of Labor for the State of Tennessee. Past president of Tennessee Council of Urban Leagues. Member, U.S. Commission for Civil Rights.

GRACE-MARIE McALISTER

Air Force staff sergeant in Vietnam. Selected to crew a B-57 Air Force One and flew for three years. Holds Master's degree in business management. Currently is Administrative Officer for National Security Affairs, Office of the Vice President and Staff Security Officer.

JAMES McCLOSKEY

Was an advisor in Vietnam assigned to 1st Marine Division. Now a major in Army Reserves. Wounded. Earned a Master's in finance. Teaches at LaSalle College and is economist with the Department of Commerce, City of Philadelphia.

JOCK NASH

Was a Marine platoon commander in Vietnam. Holds a law degree from Georgetown University and is chief counsel and staff director of the Subcommittee on Regulatory Reform, Judiciary Committee of the U.S. Senate.

LUIS SANZ, M.D.

Was medic with 29th Evacuation Hospital. Graduated college in three years and finished medical school at the top of his class. Now full-time faculty member at Georgetown University and maintains private obstetrics and gynecology practice.

GEORGE SKYPECK

Wounded several times in Vietnam after enlisting in Army. Became an officer without college degree. Later earned Master's from University of Massachusetts. Is an artist who has exhibited throughout the country.

PAUL VALLELY

West Point graduate. Two tours in Vietnam. Now, President, Pro-advisor Financial and Insurance Services in Walnut Creek, California.

WILLIAM VOGT

West Point graduate, M.B.A. Cornell University. Earned bronze star with Army Medical Service Corps. Defense analyst. Wrote Veterans Day editorial for WASHINGTON POST "Don't Turn Vietnam Veterans into Another Welfare Constituency."

JAMES WEBB

A Marine company commander, twice wounded in Vietnam. Earned law degree at Georgetown University and was counsel to House Veterans Affairs Committee. Taught poetry and the novel at the Naval Academy. Best selling author: FIELDS OF FIRE, A SENSE OF HONOR and A COUNTRY SUCH AS THIS.

JOHN P. WHEELER III

Took leave of absence from legal practice to serve as first national director of VVLP. Graduated from West Point as Distinguished Cadet, earned M.B.A. with honors from Harvard and was note and comment editor of the Yale Law Journal. Chairman of the Board of the Vietnam Veterans Memorial Fund.

NATIONAL STAFF AT ACTION -- VIETNAM VETERANS LEADERSHIP PROGRAM

THOMAS PAUKEN, DIRECTOR, ACTION

Enlisted in U.S. Army and served in Vietnam as a Province Intelligence Officer and Senior Analyst for Strategic Research and Analysis. Graduated from Georgetown University and received law degree from Southern Methodist University. Was an attorney in private practice in Dallas, Texas.

WILLIAM JAYNE, NATIONAL DIRECTOR, WLP

Marine rifleman wounded at Khe Sanh during Tet offensive. Received B.A. with honors from University of California at Berkeley. Was Director of Information at Associated General Contractors of America before becoming National Deputy Director of WLP and then Director.

JOHN GARCIA, NATIONAL DEPUTY DIRECTOR, WLP

Retail Manager and insurance executive. Served with 4th Infantry Division in Vietnam in 1969-1970. Was program director of New Mexico WLP before joining the national staff, and at the conclusion of the ACTION program became Director of Franchise and Sales for Mobility Center, in Albuquerque, New Mexico.

PATRICK GILSTRAP, NATIONAL DEPUTY DIRECTOR, WLP

Marine. Stanford University. Small business development expert. Was Business Development Director before becoming Deputy Director.

EDWARD TIMPERLAKE, FORMER NATIONAL DIRECTOR, WLP

An Annapolis graduate and Marine F-4 pilot, earned his M.B.A. at Cornell University. Timperlake headed a team under contract to the Office of the Secretary of Defense analyzing the national security balance between the Soviets and the U.S. before becoming Deputy Director of the WLP and then Director. Now with the office of Secretary of Defense.

KENNETH MOOREFIELD, FORMER NATIONAL DIRECTOR, WLP

First served as advisor to a South Vietnamese infantry battalion. Second tour as a company commander with 9th Infantry Division and aide-de-camp for 25th Infantry Division commander. Returned to Vietnam as Special Assistant to the U.S. Ambassador and managed the evacuation of refugees from Ton Son Nhut Air Base during the fall of Saigon. Served with the Foreign Service as Science and Technology Attache at American Embassy in Caracas, Venezuela. Now with the U.S. Embassy, Lima, Peru.

BARRY CARON, ASSISTANT GENERAL COUNSEL, ACTION AGENCY

Served as a platoon leader, 1st Infantry Division in Vietnam. Received B. A. degree from Providence College and J.D. degree from George Mason University School of Law. Was Executive Director of trade association and had private practice prior to joining the ACTION staff.

JERRY E. YATES, SPECIAL ASSISTANT TO NATIONAL VVLP DIRECTOR

Served with Korean Military Advisory Group in Southeast Asia. Earned Master's degree from Western Michigan University. Worked for Veterans Administration in four midwestern states before coming to Washington to work in Executive Development and Training Service. Founder of first two national weekend tributes to Vietnam veterans in West Virginia.

MARCIA LANDAU, MEDIA DIRECTOR, VVLP

Fundraising and public relations consultant for a variety of clients including Playboy, William R. Hearst II, Aerospace Education Foundation and Arizona State. Co-authored book on holistic health care.

TERRY MARTIN, CONSULTANT, VVLP

Served as a Thai linguist and information specialist, Civil Affairs, with the U.S. Military Command, Thailand in 1969-1970. Served in the U.S. Peace Corps in Thailand 1967-1968. Received doctoral degree in Policy Sciences from the School of Management, State University of New York at Buffalo. Policy planning and analytical consultant.

JERRY CHMIELAK, TDY FROM MARYLAND VVLP

Graduated from West Point in 1964. Served two tours in Vietnam, U.S. Army units, and was Advisor to MACV. Chief Financial Officer for the Maryland VVLP, under the Cooperative Agreement with ACTION, supervising passthrough financing for 17 VVLPs. Served TDY June-September 1984 with national staff and assisting in preparation of final ACTION report.

DAVID HUFFMAN, PROGRAM PLANNER, VVLP

Marine rifleman in Vietnam, blinded when booby trap detonated. A high school dropout before serving in Vietnam, Huffman is the first blind student to graduate from Delaware Law School. Member of Pennsylvania Bar. He is pioneering an innovative effort to train and place severely disabled veterans in worthwhile employment.

VALERIE WHEELER, PROGRAM ASSISTANT, VVLP

B.E. degree. Served with the Peace Corps in Ethiopia. Reservist for Army Civil Affairs Company in Riverdale, Maryland, for three years. Taught high school and college students in New England before coming to Washington, D.C.

METHOD OF ESTIMATING DOLLAR VALUE
OF VOLUNTEER CONTRIBUTIONS

• Volunteer Time

The value of the WLP volunteers' work is estimated at \$11.25 per hour per volunteer. The \$11.25 per hour figure was derived by using a 2,000 hour man-year for a hypothetical, full-time volunteer (\$22,500 divided by 2,000 hours = \$11.25 per/hour).

Using this rate, the total value of all volunteer work with the leadership program during the 36-month reporting period is \$4,057,999 (360,711 hours of service x \$11.25 per hour). This comes to an average value per WLP of \$86,344 (7,675 hours x \$11.25), and an average value per volunteer of \$678 (\$4,057,999 divided by 5,988 volunteers).

The \$22,500 annual rate was selected because it is above the average annual earnings for white and blue collar workers in order to reflect the upward mobility of the more than 5,000 volunteers in the leadership network. An upper limit was set at 20 percent above average annual earnings, and the \$22,500 figure was selected to represent a full time (for one year), hypothetical volunteer. This is 18 percent above the average annual earnings (\$18,412) for all blue and white collar workers combined in the private sector for 1982 (1982 data source: U.S. Department of Commerce, Bureau of Economic Analysis, National Income and Wealth Division, Washington, D.C.).

The resulting figure of \$11.25 per hour is significantly below various hourly and annual rates that are paid in the private sector for the use of equivalent skills (e.g., leadership, policymaking, networking, executive decision-making and management, organizing events and other professional services).

• Material Support Costs That Have Been Donated

A survey was conducted of all WLPs in an attempt to make a general estimate of the total dollar value of these material support costs that have been provided to the program. The list on the next page shows the total amounts that have been contributed by budget line item categories and by individual projects. As of August 17, 1984, the total amount of material support costs that have been donated comes to \$1,208,800. This is a conservative estimate as there were many other donations made that could not be easily quantified, and these were left out of the calculations. Many other donations have simply gone unreported.

• Survey Results

WLP	Equipment	Communications			Consultant/ Contractual/ Clerical	Space	Vols.	Total
		Telephone	Media	Printing				
Maryland	2,500			20,000	2,000			24,500
Phil., PA	2,500			2,000		5,000		9,500
Delaware								
Arizona			2,000	2,000		3,500		7,500
Tennessee	5,000		5,000			20,000		30,000
Seattle, WA	9,000		5,000	15,000		3,000	5,000	37,000
Vermont	10,000	1,000				12,600	1,000	24,600
Illinois								
Connecticut			15,000		5,000			20,000
Houston, TX			20,000	40,000		15,000		75,000
New Mexico	2,000		10,000	4,000			1,500	17,500
N. Calif.	6,500	7,000	5,000			21,000	3,000	42,500
St. Louis	15,000		34,300			10,000		59,300
S. Dakota						4,000		4,000
S. Calif.	2,500		10,000			23,000		35,500
Arkansas	4,500	600	10,000			16,400		31,500
N. Y. City	7,300					70,000		77,300
Louisiana	10,000		5,000			30,000		45,000
Columbus, O	7,000		17,500	5,000		30,000		59,500
Dallas, TX	2,000			5,000		12,000	2,000	21,000
Indiana	7,000		2,000				500	9,500
Minnesota						11,000		11,000
Utah	1,500							1,500
Virginia	500					7,300	400	8,200
Alabama						8,000		8,000
Buffalo, NY	4,000			4,000			1,300	9,300
Portland, OR						21,000	2,800	23,800
S. Carolina	2,000	5,000				18,000		25,000
Boston, MA			2,500					2,500
Idaho				5,000		4,500		9,500
Florida	2,200	2,000				7,000	2,600	13,800
Kentucky	2,000		6,500	7,500		10,000		26,000
Georgia	3,000		2,700		40,000	62,000	4,200	111,900
Hawaii	3,200		15,000			8,300		26,500
San Diego, CA	4,000		1,000			3,000		8,000
W. PA.	4,000					8,100	3,200	15,300
Miss.			2,000			5,000		7,000
Michigan	1,400		6,000		700			8,100
New Jersey	1,000					18,000	1,000	20,000
Iowa	1,000			1,000				2,000
Nebraska	4,000		1,500	1,000			300	6,800
Wash. DC	11,000		6,000		20,000	45,000		82,000
Colorado	1,000		10,000			3,000		14,000
Maine	3,000		5,000				200	8,200
Austin	3,500		2,000					5,500
N. Carolina	1,800		5,000		8,000	5,000		19,800
Oklahoma	700		12,000	4,700				17,400
Nat. WLP	35,000*				50,000*	2,000		87,000
Total	182,600	15,600	218,000	116,200	125,700	521,700	29,000	1,208,800

According to the categories listed, the donations given pro bono or at reduced cost to the WLPs included:

- ° Equipment - Office furniture, typewriters, copying computers, machines, word processors, dictaphones, and printing equipment.
- ° Telephone - Installation of equipment, payment of bills, answering machines.
- ° Media - Advertising and printing services, public service announcements, documentations, special radio and television shows.
- ° Consultant/Contractual/Clerical - Accounting and secretarial services, conduct of employment and business seminars, arranging special events, and professional advice/services.*
- ° Space - Rent and janitorial services.
- ° Volunteer Contributions - Minor cash donations.

*NOTE: The National WLP estimate is for professional advice and assistance in developing a national computer network concept provided by CompuServe, PESCO, Dun and Bradstreet, Partnership Data Net, and Texas Instruments.

HIGHLIGHTS OF TECHNIQUES AND PROCEDURES BEING USED
TO DEVELOP STATE AND LOCAL NETWORKS

The following examples illustrate techniques that were used to organize the network successfully at state and local levels.

- ° Developing A Network. The following VVLPs have used a variety of "veterans helping veterans" and "buddy system" ideas to organize themselves into state and local networks:
 - (1) VETWORK (VETERAN NETWORK), was set up by the Delaware and Indiana VVLPs. Delaware develops job leads for veterans within its network, exchanging information with employers and veterans in an effort to match veterans to jobs. It sponsored a major job fair called VET INFO '83, and has been asked to do so again for 1984. Extensive use is made of mass mailings. In the VETWORK, corporate and government leaders who are Vietnam veterans use their contacts to find job openings for other veterans and serve as role models.
 - (2) Since February 1983 the Indiana VVLP has been referring each unemployed Vietnam veteran to the VETWORK established with the Indiana Employment Security Division. There are four local offices in Northwest Indiana and three have a Vietnam veteran as a representative or Disabled Veteran Specialist. In addition to the referrals, IVVLP also provides the veteran with an EVJTA information packet which includes applications for veterans and employers as well as general information about the eligibility requirements of the Act. To date IVVLP has talked with more than 275 Vietnam veterans about employment. Each is given information about EVJTA and is referred to the job service VETWORK and the VA department responsible for certification. Twelve employers are willing to hire under EVJTA.
 - (3) VETNET (VETERANS NETWORK), was set up by the New York City and Buffalo, New York VVLPs. The names of Vietnam era veterans were gathered on computer, and mass mailings and public presentations were started as a means of bridging the gap between under- and unemployed veterans and employers. A special job application form was developed and a job interview pre-screening service was set up to refer only qualified people for specific openings. Information on veterans affairs in New York State is also widely disseminated. The Buffalo VVLP operates a mobile VETNET Van in its region and conducted workshops for unemployed veterans. The New York City VVLP offers an extensive "Job Readiness" training program.

- (4) The Southern California WLP, as part of its "Volunteer Network," has established a "One-on-One" program in which WLP volunteers meet on a regular basis with fellow veterans who have been unsuccessful in their efforts to reenter civilian life. Southern California has also developed a volunteer legal committee which is able to provide legal services on a pro-bono basis to most veterans seeking such help. This program has been extremely successful in helping veterans deal with day-to-day difficulties and assist them with employment problems by giving them a "buddy" to talk to. To date LAWLP has had more than 300 veterans in the One-on-One program.
- (5) The Utah WLP makes use of a "Volunteer Pool" to help Vietnam veterans. It emphasizes a personal approach to assisting Vietnam veterans. Essentially, veterans who require assistance are sought, and then the WLP staff and pool of volunteers is utilized to provide appropriate, tailored assistance.
- (6) The Maryland WLP has made direct use of Vietnam veteran volunteers in influential positions to help locate and place other veterans into similar positions. Some results of this effort are the establishment of a Small Business Resource Council for disabled Vietnam veterans, a State Special Population Task Force, and the acquisition of Jobs Training Partnership Act funds with Vietnam veterans serving on a majority of the state's Private Industry Councils.
- (7) The Vermont WLP has used an "Annual Vietnam Veterans Gathering" of veterans as a method of building and using a network. Camping, recreational, and workshop activities were held and 250 veterans and their families camped out in Fairlee Park for the weekend. An organization called the Vermont Vietnam Veterans Network was established to coordinate the gathering and has developed into a statewide coalition of Vietnam veteran organizations and service providers. Approximately \$2,500 in financial donations, donations of food, advertising, printing, radios, and a variety of volunteer services, counsellors, medical services, security, child care and food preparation helped insure the success of the project.
- (8) The Louisiana WLP has used its Board of Directors as a main vehicle for building and using a leadership network. It has 218 volunteers on its board statewide as of August 1984. It is the most successful program in obtaining volunteer assistance, and the utilization of this volunteer assistance has played a major role in all the successful aspects of its program. Volunteer contributions in providing employment assistance and matching in-kind services have enabled the WLP to obtain grants for three job service offices.

- (9) The Washington, D.C. WLP has formed a Veterans Neighborhood Council to insure program coverage of the five geographical areas of the city. Their Council serves as a main component of the leadership network in the nation's capital.
- (10) The Mississippi WLP utilized available information in state and veteran organizations' record systems to locate Mississippi's Vietnam veterans. These veterans are contacted to see if they need assistance and if they are able to volunteer to give others assistance. This approach proved to be so successful that the WLP is in the ironic position of having more volunteers willing to assist than it has been able to utilize. In order to remedy the situation, the WLP has purchased a van which travels throughout the State to inform veterans of the potential assistance available to them.
- (11) The Ohio WLP has made use of modern computer technology to build up and use its network. It has combined resources with CompuServe Communication Systems to develop the first and only computer communication system for veterans. The WLP forwarded information to all WLPs in the network on the CompuServe system. The Ohio WLP received national attention on this system from AP radio. It is a simple system that can be used by anyone with a computer, modem, and telephone. CompuServe will give the user a number for a certain fee. It provides three major advantages: 1) a two-way communication bulletin board; 2) a conference system so veterans can communicate from screen to screen and print out pertinent information; and 3) a library system or data bank which provides the following:
- ° A locator service
 - ° Veterans benefits information
 - ° Vietnam veteran section - statistics, etc.
 - ° Small Business and veterans information
 - ° Reservists information (promotions, travel)
 - ° Literature
 - ° Current affairs (e.g., an article on the Unknown Soldier)
- ° Luncheons and Dinners. The following WLPs made effective use of luncheons and dinners as a means of pulling local networks together around various employment, recognition and fundraising objectives:
- (1) The Southern California WLP staged a very successful gala fundraising "celebrity" dinner for approximately 1000 guests at the Century Plaza Hotel in Los Angeles. Well supported by the entertainment industry, the event included entertainment by Suzanne Sommers, Rhonda Fleming and Blake Clark, a Vietnam veteran who has appeared on The Johnny Carson Show as a comedian.

General William Westmoreland and General John Vessey, chairman of the Joint Chiefs of Staff, also attended. Wheelchair veterans from area VA hospitals received donated invitations and dozens attended the gala. The event was successful in terms of fundraising and publicity of the VVLP effort to the extent that it returned the unused portion of its federal grant to ACTION. This event will be held again in 1985.

- (2) The New Mexico WLP has staged two annual "Profiles in Courage" award dinners to recognize the accomplishments of Vietnam veterans in civilian life. This event provides graphic evidence of the success of Vietnam veterans in readjusting to civilian life and builds support for the efforts of the WLP.
- (3) The Western Pennsylvania VVLP sponsored a "Vietnam Veterans Recognition Day" which was proclaimed by the State of Pennsylvania, Allegheny County and City of Pittsburgh for June 27, 1984. A luncheon was held at the William Penn Hotel in Pittsburgh with General William Westmoreland and Colonel Harry Summers from the Army War College and author of the book, On Strategy as guest speakers. Over 300 attended from 70 different corporations in the greater Pittsburgh area and numerous veteran organizations.
- (4) The Louisiana VVLP held two annual luncheons centered on "Vietnam Veterans Appreciation Week." The VVLP staged a series of events during the week surrounding Veterans Day culminating in a 10 Kilometer race with over 1000 entrants in New Orleans. A highlight of the race was the entry of four platoons representing the Army, Navy, Marine Corps and Coast Guard which ran the entire course in step with a platoon guide bearing a guidon in front. Nearby, 200,000 people viewed a combat art exhibit in a suburban shopping mall and thousands more attended events in Lafayette, Louisiana, to honor Vietnam veterans.
- (5) The Niagara Frontier VVLP in Buffalo, New York, co-sponsored an annual luncheon with the Western New York Vietnam Veterans Task Force. The luncheon was centered on "Vietnam Veterans Week," and was attended by 500 veterans and community leaders. Keynote speakers were Congressmen John McCain and Jack Kemp. Congressman McCain was a Navy pilot during the Vietnam War and was held by the North Vietnamese as a prisoner after having been shot down while on flight operations over North Vietnam. Joining the Congressmen as a special guest speaker at the luncheon was Ms. Carmella Laspada, the chairperson of the "NO GREATER LOVE ORGANIZATION." Ms. Laspada has worked tirelessly for many years at the national level to help families of Vietnam Veterans who were killed in action readjust to normal living. Awards and speeches were given on behalf of people who have helped Vietnam veterans in western New York. An evening banquet was held also in honor of General Westmoreland.

A 10-kilometer race, which had 300 runners, also was sponsored by WLP during the week.

- (6) The Idaho WLP held an awards banquet with Congressman Larry Craig, the main speaker. IVVLP presented him and others with leadership certificates. Belinda Anderson was presented the "Silver Star Award" for her extraordinary effort and the time she volunteered to Idaho's Vietnam veterans through the IVVLP "Positive Image Seminars" in 1983, which are held for Vietnam veterans. The Idaho WLP also held a businessmen's luncheon presided over by General Westmoreland, and a public forum at Capital High School, both in Boise. The visit was co-sponsored by local businesses and the WLP. Speeches and awards were made, and as the keynote, the General spoke on behalf of Idaho Vietnam veterans in the hopes of improving employment opportunities and community assistance for Idaho veterans. Westmoreland praised the performance of his soldiers in Vietnam. "The Vietnam veteran did a fantastic job," he said.
- (7) More than 200 people attended the 10th Anniversary Dinner of the St. Louis Area Veterans Consortium. The Consortium is the membership arm of the St. Louis WLP and is one of the oldest Vietnam veteran groups in the nation.
- (8) The Kentucky WLP held a Mayor's luncheon for Vietnam veterans, attended by a cross-section of local leaders.
- (9) The Miami-Orlando WLP conducted a large luncheon that was sponsored by Sun Bank, for businessmen, volunteers, and political officials in order to publicize the WLP and request assistance in meeting the needs of veterans.

° Speakers Bureaus. The following WLP's made speakers available to schools, colleges, business clubs, and other civic groups, to serve as vehicles to educate and promote a positive image of Vietnam veterans, and enhance employment opportunities. (These are typical of the types of hundreds of public presentations that are not reported here that have been made by WLP representatives):

- (1) General Westmoreland made himself available as a speaker to the national WLP network and has made numerous appearances at WLP sponsored events. In letters to the members of the Joint Chiefs of Staff, General William Westmoreland endorsed the work of the WLP, stating "the results have been impressive." He went on to say, "I have pledged my full cooperation and support and ask you to help me reach out to retired senior officers who are themselves Vietnam veterans to enable them to participate."

- (2) The Houston WLP conducted a survey of students attitudes and knowledge regarding Vietnam veterans. The results were used in preparing fact-sheets and arranging speakers to challenge myths and stereotypes in an objective, positive manner.
- (3) The Nebraska WLP presents speakers and workshops on Vietnam and other special events. They emphasize through public information that many unmet needs remain as well as lessons to be learned from the experiences of veterans of all wars.
- (4) The Western Pennsylvania WLP Project Director presented lectures to students of Ellis School in Pittsburgh to complement the course: "Vietnam: A Television History." The WLP was invited back next year to address the entire student body.
- (5) The program director for the Virginia WLP, addressed Charlottesville, Virginia Rotary Club concerning the WLP program and the advantages of hiring veterans. He also addressed Virginia Veterans Commission at a meeting in Waynesboro on subjects of veterans home loans, state veterans preference in hiring, and proposed the creation of a state council of veterans associations.
- (6) Many other WLPs, such as Arkansas, Buffalo, Indiana, Los Angeles, Miami, Seattle, and St. Louis, arrange speakers for special requests and events. Several slide shows and video presentations are made available also.

° Newsletters and Directories. The following newsletters and directories have been published as a method of sharing information within the WLP network and among all Vietnam veterans who are interested or who need help:

- (1) The national WLP office has published an intermittent newsletter for all WLPs. It highlights current events in the network, and veterans affairs, and it has posted job openings.
- (2) The Louisiana WLP has issued several newsletters with a circulation of 70,000. A large portion is dedicated to educating employers and veterans who are eligible for EVJTA. The circulation of 50,000 of these newsletters is accomplished through the state American Legion newspaper and the other 20,000 are sent directly to Louisiana Vietnam veterans by the LWLP.
- (3) The Niagara Frontier WLP in Buffalo, New York, has issued a newsletter for western New York with a circulation of 6,000. It features articles by veterans, describes leadership projects such as "Operation Monument" and contains news on veterans affairs. It has been distributed by mail and by the mobile "VETNET" Van that travels the eight county area, serving a population of 70,000 Vietnam era veterans.

- (4) The Delaware WLP publishes a VETWORK Newsletter, which provides updates on job opportunities and unemployed veterans and their job qualifications. It is mailed to employers and veterans.
- (5) The South Dakota WLP developed a successful employment program consisting of a newsletter circulated to hundreds of veterans. It contained extensive job listings in several states. The newsletter also advertised an innovative project which assisted veterans in improving their personal appearance.
- (6) The Virginia WLP advertises its employment program through a bi-monthly newsletter. It is an active effort to encourage veterans to take advantage of the state's low unemployment rate, and of the proximity of a large number of military establishments and defense contractors in the area.
- (7) The Iowa WLP publishes a newsletter with a circulation of 700. It presents WLP news and information on veterans affairs.
- (8) The Idaho WLP has produced a state-oriented "service manual" which is an easy-to-use quick reference for veterans. Its 13 chapters cover all aspects of veterans service from VA services, locations, and contacts to a digest of Idaho veterans legislation. The manual is being distributed statewide through the volunteer network and special events such as banquets. Congressional offices, the governor's office and veterans service organizations are also taking an active part in distributing this manual.
- (9) The Hawaii WLP is compiling a Vietnam Veterans Business Directory, working with the Small Business Administration and traditional veteran service organizations. This directory will identify up to 1,000 names and addresses of Vietnam veteran resources in Hawaii.
- (10) The Houston WLP has prepared a "Veterans Service and Resources Directory." It contains information on everything a veteran needs to know about how to obtain veterans affairs information, financial and employment assistance, benefits, and how to go into business.

HIGHLIGHTS OF TECHNIQUES BEING USED
TO PROJECT A POSITIVE IMAGE TO THE AMERICAN PUBLIC

The following examples illustrate successful techniques that were used to project a more accurate and positive image of Vietnam veterans to the public. Obtaining recognition for Vietnam veterans is sought in a positive way, in order to gain credit for their accomplishments, their values and contributions to society. The goal is to do this through institutional networks so that recognition has meaningful audiences, and though the media whenever possible.

Each event serves multiple objectives. The efforts to communicate to the general public a true, well-rounded, healthy image of Vietnam veterans for example, is perhaps the most significant employment-related activity undertaken by the WLP. In order to avoid duplication of material elsewhere in this report, only a few illustrations are presented showing the range of techniques being used.

Media Coverage and Information

Virtually every WLP used press releases and press conferences. The Kentucky WLP has used press conferences in different locations of the state to publicize the construction of their Veterans Memorial. On July 9, 1984, the three California WLPs conducted four simultaneous press conferences in the cities of San Diego, Los Angeles, Sacramento and San Francisco. The WLPs announced the statewide Jobs Network for Vietnam Veterans, and a Personnel Clearinghouse for Employers, and a toll free WLP hotline. Some other techniques are:

- ° Direct contact by telephone, correspondence and personal meetings were made with media directors, news centers, reporters and television personalities. The New York City WLP took this another step and obtained an agent. It was invited to apply for pro bono public relations support from the Public Relations Society of America. It designated NYWLP as a pro bono project for the year. Myron Emmanuel, formerly head of Dupont Public Affairs, has been assigned as the account executive.
- ° Public relations materials were distributed as brochures, newsletters, posters and slingers. A few WLPs used bumper stickers. For example, auto bumper stickers saying "THANKS VETERANS" in red, white and blue are being distributed by the Idaho WLP. The bumper stickers are being provided by the Coors Brewing Company.
- ° The most dramatic WLP achievement in using public advertising media is the billboard campaign developed by the Kentucky program which has now been extended to 16 states. The red-white-and-blue billboards read: "Courage, Endurance, Ingenuity—Get them working for you—Hire a Vietnam Veteran." With a local WLP tagline on the bottom, the billboard campaign attracted the interest of the Wall Street Journal and consequently many employers. The only cost to WLP in this effort has been the cost of mailing the printed billboard sheets from Kentucky to the place of use.

- ° The Vermont WLP co-sponsored a six-hour national teleconference with station ETV and the Veterans Administration. Over thirty cities were involved in this viewer-participation event, giving information over the full spectrum of Vietnam veterans affairs.
- ° When the PBS series, "Vietnam: A Television History," was aired, the Arkansas WLP filmed 30-second spots telling of veteran's accomplishments and demonstrating the inaccuracy of the Vietnam veterans stereotype. The Vermont WLP distributed 3,500 copies of the viewer's guide to the series statewide.
- ° The Southern California WLP with the assistance of a local television station produced PSAs featuring Robert Stack which encouraged volunteer support for the program and promoted a positive image of the veteran to the employer. These PSAs are currently being shown by television and radio stations throughout the country. The Hawaii WLP had three public service announcements filmed October 27, 1983. The local TV station, KHON, Channel 2, donated the production crews, camera crews, and facilities necessary for filming. In addition, KHON made distribution copies for all local TV stations. The PSAs have aired on a regular basis and have produced an overwhelming response from both job seekers and employers with job openings.
- ° The Vietnam Veterans Leadership Program also served as a conduit for the publication of books and articles which provide a profound insight into the human aspect of the war. The value of these books will no doubt endure well into the future, perhaps eventually to become historic hallmarks of the war:
 - (1) For Self and Country; by Rich Eilert, former program director for the Chicago VWLP.
 - (2) Fields of Fire, A Sense of Honor and A Country Such As This; by James Webb, a national WLP advisor.
 - (3) Battles and Campaigns in Vietnam (Crown Publication, 1984), and Above the Rest (to be published by William Morrow, Inc., in 1985), by Tom Carhart, former program director of the Connecticut WLP.

Special Recognition Events

Virtually all WLP's presented special awards to veterans and community leaders who help veterans. Several established "Leadership Awards." VWLPs in Arizona, Buffalo, Chicago and Los Angeles staged major banquets for 500 or more people with well known speakers. Many VWLP's sent delegations to the National Salute to Vietnam Veterans that was held in Washington, D. C. in November, 1982. Some of the other techniques are:

- ° In cities such as St. Louis and Atlanta, the entire schedule of 1984 Veterans Day activities will be chaired by the VWLPs. The ceremonies will include parades, road races, and air shows and will represent the ultimate achievement of the program in accomplishing its goals of obtaining public acclamation of Vietnam

veterans and affirming the ability of the programs to survive on their merits. The Georgia WLP will host the 1984 Veterans Day Parade. The Louisiana WLP organized a series of events during Veterans' Day. The events included a 10 kilometer road race, art exhibit and ceremonies to honor Vietnam veterans. The Hawaii WLP has become the designated sponsor of the state's "Memorial Candlelight Ceremony" which is held at the Punch Bowl, National Military Cemetery of the Pacific, overlooking Pearl Harbor.

- ° "Appreciation" weeks or days have been used extensively. For example:
 - (1) Utilizing media contacts throughout the state, the Mississippi WLP engineered a statewide recognition day through which the WLP was publicized, volunteer services were pledged by numerous veterans, and two employers affirmed their intentions to establish veteran employment programs.
 - (2) The Maryland WLP attained community recognition by organizing a Fourth of July "Salute to Vietnam Veterans" in 1982. It was supported by hundreds of hours of volunteer assistance and featured addresses by the Mayor of Baltimore and Governor of Maryland to acknowledge the debt of gratitude owed by the state to its veterans of the Vietnam War.
 - (3) The Minnesota WLP helped organize the "Minnesota Salute to Vietnam Veterans" which had 1,500 veterans register with approximately 3,500 in attendance during the two-day event. The PSAs were televised statewide dealing with the Salute and SBA seminars.
 - (4) The Idaho WLP co-sponsored the National League of Families "Freedom March" on December 4, 1983. It also has co-sponsored POW/MIA Recognition ceremonies, and a Veterans Float in the 4th of July parade.
 - (5) The Niagra Frontier WLP in Buffalo, New York has a board member, James C. Donahue, who has organized two annual Vietnam Veterans Marathons held in the Mohave Desert across Death Valley, to show that Vietnam veterans do not give up. A movie has been made of the first run, and a national poster promoting Vietnam veterans to employers is being made from the second run. The positive responses have been overwhelming and a third marathon is being organized for early spring, 1985.
- ° General Westmoreland has travelled around the country keynoting at special events. The Seattle WLP, for example, helped arrange for the General to appear at the Sheridan Hotel in July, 1984. Four TV stations and five local and weekly newspapers covered the event. The General was interviewed for a one-half hour program called Viewpoint which aired the following

Sunday. A radio interview was also done that evening. The local West Point Society attended, V.F.W., American Legion, V.V.A. and other vet organizations were also in attendance. This event was co-sponsored with the Seattle Chamber of Commerce, Military Affairs Committee.

Symbolic Support

The WLPs have enjoyed outstanding support and success in raising funds for the construction of memorials throughout the country. In addition to the private donations of money, prime land has been donated by the governments of such cities as Buffalo, Pittsburgh, and Charleston, South Carolina, upon which to construct memorials. In North Carolina, a "living" memorial in a historic state park will be dedicated in cooperation with the 4-H Clubs and the Forestry Service, in which a separate loblolly pine tree will be implanted for each veteran killed in Vietnam. Many WLPs obtained community and fund raising support through the display of a scale model of the National Memorial in Washington, D.C. Some other approaches to showing symbolic support are:

- ° A large delegation of WLP representatives attended a national funeral ceremony, which was held in May, 1984. It marked the interment of the remains of an unknown American serviceman who died in Vietnam, in the Tomb of the Unknown Soldier at Arlington National Cemetery. The remains arrived in Washington from Hawaii on May 25. The casket lay in state in the Rotunda of the the Capitol, and a military parade conveyed the casket down Constitution Avenue past the Vietnam Veterans Memorial and across Memorial Bridge to the cemetery. There, President Reagan bestowed the Medal of Honor and funeral services were held.
- ° Probably the most evident manifestation of the affirmation of the contribution which Vietnam veterans feel they have made to their country is the ongoing campaigning and fundraising for the construction of Vietnam veterans memorials throughout the country. These campaigns seek to accomplish their goals through various forms of fundraising for the construction of memorials from private sources or by sponsoring legislation which would assure the inclusion of a memorial in the state budget. In Buffalo, New York, for example, the Niagara Frontier WLP played a major role in raising funds and dedicating the Western New York Vietnam Veterans Monument during the weekend following July 4, 1984. Containing the names of 508 western New Yorkers who gave their lives or are still missing in Southeast Asia, the monument was dedicated with four days of ceremony including a ribbon cutting, film premier, receptions and a book-signing by Vietnam veteran authors featuring Rick Eilert of the Chicago WLP. Stephen Banko, III a Niagara WLP volunteer delivered the keynote speech and wrote the inscription for the memorial: "They answered when called/ Asked for little and got less/ They made us poorer for their passing,/ But richer for their sacrifice./ In remembering the dead,/ We embrace the living/ For we ought to remember/ Better than we do."

- ° The New Mexico WVLP and the Disabled American Veterans put together dedication ceremonies for the DAV Vietnam Veterans National Memorial in Eagle Nest, New Mexico. The Memorial is in the form of a chapel originally built and supported by the family of Dr. Victor Westphal in memory of his son, Marine Corps Lieutenant, David Westphal, who was killed in Vietnam in 1968. It is a gull-like structure perched on a hilltop and soaring 50 feet into the air at its peak. Inside, it contains photographs of thousands of Americans who gave their lives in the Vietnam war. Dedication occurred in May, 1983, and received national acclaim.
- ° "Country Music's Nationwide Tribute to Vietnam Veterans" was held in Nashville, Tennessee. The concert was called "The Forgotten Man Jam." Top entertainment figures performed and proceeds went to the Tennessee WVLP Memorial Fund.
- ° The Kentucky WVLP organized a flagpole dedication ceremony on behalf of Vietnam veterans. The location was dedicated by the city, and most of the costs of the ceremony were paid for by local corporations. Kentucky is also seeking to raise funds for a state memorial by displaying a replica of the National Memorial throughout the state.
- ° The Hawaii WVLP has initiated a fundraising effort to help rebuild a Buddhist Shrine which was burned in Massachusetts. A press conference was called to announce the fundraising effort. The press conference was covered by Channels 2, 4, and 9, the Star Bulletin and several radio stations. HVVLP also received national coverage on CNN, televised January 9, 1984.
- ° The Minnesota WVLP organized a group of parents, veterans and concerned citizens into a "Support Our Servicemen" group in order to support America's troops abroad. After the bombing in Beirut, Support Our Servicemen sent 1,800 pounds of supplies to the marines there. They sent food, shaving kits, rifle cleaning materials and other items. They also managed to obtain information about the marines there and disseminate this information to concerned families. The VFW and American Legion gave support to this group.
- ° Indirectly, WVLP has helped hundreds of thousands of less fortunate veterans. The power of reaffirming the value and integrity of what is most often an individual's most vivid and affecting experience—wartime service to his country—cannot be measured by "body counts." Many veterans have been helped by confident, successful, articulate former comrades who publicly state that the country should be proud of the veteran's service and that the individual veteran should build on his own pride in service to overcome his problems.

Positive Community Image

Many activities by themselves convey a very favorable image. These have included operating a speakers bureau in many WVLP's. The efforts of WVLP speakers efforts are proving especially timely because of increased interest in learning the

lessons of the Vietnam war. Volunteers of the New Mexico WLP program have been called upon to share their experience in everything from being drafted as a teenager to family friction encountered upon returning from the war. Speakers from the Houston WLP have been in demand to provide first hand knowledge of their experiences for high school students throughout the city. Some other techniques being used are as follow:

- ° The project director in New Mexico, John Garcia, developed an intensive positive image program featuring a special "Profiles in Courage Award," for veterans who have returned to civilian life successfully and who have excelled regardless of adversity. Numerous public speaking and television discussion events have been held. The major "Profiles of Courage" event was a success with approximately 200 people in attendance including dignitaries from Washington.
- ° The Arizona WLP held an essay contest in 1983 for Arizona students entitled "My Favorite Vietnam Veteran." The first place winner was a senior named Jeff Baldwin. His essay was forwarded to the National Headquarters of the Freedom's Foundation in Pennsylvania as an entry in a national essay contest. The jury consisted of judges from across the United States. Jeff's essay won the George Washington Honor Medal for the best youth essay. The annual awards program was held in April in Philadelphia where Jeff was recognized nationally. He was honored locally at a special luncheon held in May by the Phoenix Chapter of the Freedom's Foundation and some of the AWLP members attended as special guests.
- ° The Idaho WLP has held a series of "Positive Image Seminars," which is presented by a volunteer consultant pro bono at the WLP for veterans who need assistance in improving their personal image which contributes to their overcoming emotional blocks and improves their chances of obtaining employment, loans, as well as gaining greater social acceptance in the community.
- ° The Kentucky WLP, based in Louisville, recently held an art show sponsored by Liberty National Bank to kick-off the establishment of the program. The art was provided by the U.S. Marine Corps from its combat art collection.
- ° The Houston WLP has the most effective information dissemination effort in the network, to dispell myths about Vietnam veterans. It mails out "Education Kits," "Fact Sheets" on the war, a "Book List," and the results of an informal survey that the WLP conducted of high school students' attitudes towards Vietnam veterans.
- ° Many WLP's and their volunteers give assistance and donations to worthy causes, in coordination with community projects. The St Louis, Connecticut, Arkansas and Vermont WLPs used their volunteers to provide food and clothing to the needy. Volunteers of the Hawaii and Louisiana WLPs worked with national humanitarian organizations such as the American Cancer Society to assist in fund raising. At Tennessee and Ohio are examples of WLPs who responded spontaneously to providing relief in cases of emergency.

HIGHLIGHTS OF TECHNIQUES BEING USED TO HELP VETERANS FIND JOBS

The following examples illustrate successful techniques that were used to help veterans learn about job openings and how to go about getting a good job.

The WLP network has utilized several tactics to deliver personalized services to the veteran with regard to implementation of the Emergency Veterans Job Training Act (EVJTA) and with regard to employment generally. Guidance fairs have been held to bring together all available guidance resources including DVOPs, Veterans Administration voc-rehab personnel and local job service officials with the veteran seeking assistance. Such events have the effect of focusing the attention of the service providers on the individual veterans. Some examples are:

- ° The Arkansas WLP, in conjunction with the local Vet Center, State Employment Security division, and the ABC TV affiliate in Little Rock sponsored a three-hour job-a-thon on August 16, 1983. It was reported that over 300 contacts were made during the broadcast and that at least 150 jobs were secured.
- ° The Connecticut WLP held a job fair with extensive support from the local media. It was held at a downtown hotel which provided space, physical arrangements, and refreshments at no cost. Over 1,000 veterans attended.
- ° The Ohio WLP had over 600 veterans applicants at the Jobs Fair on March 31, 1984. Seventeen companies participated directly. Five applicants were hired that day or shortly thereafter; 150 to 200 jobs were made available for the Jobs Fair by over 20 additional companies; 135 resumes were brought to their offices to match with openings.
- ° The Delaware WLP coordinated "Vet Info '83," a cooperative effort of employers, veterans organizations and veterans agencies designed to provide unemployed veterans with the information needed to find suitable careers, and with the opportunity to explore career opportunities and assist veterans to become "job ready" in order to successfully compete in the job market. Approximately 280 veterans attended and 49 companies and organizations participated. Several veterans received future interviews and two companies hired a veteran that day. The program has been instrumental in placing at least 62 veterans.

Important testing necessary to determine the veteran's aptitudes and abilities can also be accomplished at similar events. The New York City WLP has developed a job preparation course they call "Basic Training" which prepares the veteran for the job search. Less intensive job seminars intended to accomplish similar goals have been staged by many WLPs and one, the Houston WLP, has developed an excellent handout called "The Veterans' Marketing Plan," which provides the veteran with the tools he needs to assess his situation and market himself. Some other examples are:

- ° The South Carolina WLP has conducted a "Career Development" course that has provided over 100 veterans with job-preparation skills and resulted in a placement rate of over 50 percent. Other areas of counselling include legal, medical, disability, SBA, education, and career development.
- ° Utilizing a CETA grant, the Georgia WLP hired a professional consultant to conduct a free unemployment/career development seminar at the Sheraton Hilton which contributed the facilities free of charge. PSAs were produced to publicize the seminar. The response was so overwhelming that an additional seminar had to be conducted. It attracted 250 unemployed Vietnam veterans, most of whom had not previously been in contact with the program.
- ° The Houston WLP has conducted a series of employment seminars attended by thousands of veterans. The program has also distributed more than 2,000 copies of its "Job Seekers Guide" to unemployed veterans.
- ° The Idaho WLP recruited a volunteer employment counselor, whose "Positive Image" and "Fear of Success" seminars have been held successfully to assist veterans in marketing themselves for employment.
- ° In addition to seminars, the Illinois WLP is also developing a job bank for qualified veterans. IVLP qualifies veterans by holding seminars on "How To Get and Keep a Job." The seminar usually lasts all day and covers such subjects as image presentation, how to dress, how to interview, and what the employer expects. The group size is limited to 20 veterans. Eight of these seminars have been held to date helping unemployed veterans aggressively seek employment.
- ° The New Jersey WLP conducts Job Search Training Workshops—45 clients have been funded through the Private Industry Council (PIC), Hudson County Office of Employment and Training and Corporation of Employment and Training. During this time, they are given job interviewing techniques, job development skills, resume writing techniques and self awareness and appraisal.
- ° The Columbus Ohio WLP held a resume writing seminar—46 veterans attended. It held an interview techniques seminar—49 veterans attended. Its jobs fair attracted an estimated 600 veterans.
- ° The Washington, D.C. WLP and Virginia WLP recently hosted an innovative "Vocational Guidance Fair" attended by 130 unemployed veterans most of them EVJTA certified. The WLPs brought together specialists from the Veterans Administration, and Department of Labor - DVOPs, job service personnel and others to counsel the veterans on determining their skills, aptitudes and abilities. The goal was to develop a profile of each veteran to facilitate the most appropriate job match.

Many mass appeal efforts have been made to reach as many employers as possible in the quickest time at least cost. These efforts have included passage of legislation to mandate in government a veterans hiring preference, or by seeking voluntary affirmative action efforts by corporations. Other efforts seek to improve special job programs for veterans. Some other examples are:

- ° The San Diego WLP, for example, used \$5,000 of PIC/JTPA funds to conduct a media campaign aimed at educating private-sector employers to increase the number of employment opportunities for veterans through the formation of an ad hoc committee. It distributed information on EWTA to over 100 Southern California employers.
- ° A number of WLPs have tried mass mailings to employers. The Idaho WLP, for example, gained the support of Governor John Evans in an effort to reach out to employers throughout the state. A letter signed by the governor was mailed to 2,000 businesses in the state encouraging them to support the WLP. The Maryland WLP arranged for letters signed by their Governor to be mailed out to 73,000 businesses in the state.
- ° Nebraska WLP established a job referral bank with new jobs listed. Over 100 letters were sent to businesses in the metropolitan Omaha areas to make them aware of NVLP and to urge them to hire veterans and utilize NVLP's network--85 new jobs were listed with the NVLP so the job bank now consists of 130 jobs.
- ° The Western Pennsylvania WLP publishes a "Job Search Newsletter" providing job leads and other information to unemployed veterans. The program "recruits" employers to list jobs in the newsletter.
- ° The Alabama WLP mailed veterans job bank information to 79 employers. Since it has been operational, eight employers have requested to interview veterans from the job bank. Five veterans' names were removed from the list because they found jobs or moved; 54 are currently seeking employment.
- ° On May 30, 1984 the Mayor of Albuquerque presented the New Mexico WLP with a proclamation making June "Hire a Vet" month, in cooperation with a national promotion being made by the Department of Labor.

While such mass communication efforts have proven useful, it has been the general experience in the network that personal follow-up with each individual employer is essential. Most employers, especially the smaller employers who are key to the success of the program are still unaware of the Emergency Veterans Job Training Act or are confused by the particular elements of the Act and its relationship to the many other employment programs which exist for veterans. In addition, many employers are still reluctant to deal with federal employment programs that may, from their perspective, make them vulnerable to increased regulatory and paperwork burdens. Only direct, personal contact can convince employers otherwise. Several WLP programs have reported that a "qualified, motivated veteran is the

best incentive an employer can have for hiring a veteran" and that employers are more interested in the availability of such employees than they are in cash incentives or any other inducements. Some examples of direct, personal contact follow:

- ° The Southern California WLP in Los Angeles reported that the Summer Olympics listed at least 2,000 jobs of all sorts with the program before the Olympics in 1984.
- ° The Connecticut WLP has focused its efforts on employment. By utilizing its contacts with a major life insurance corporation, the WLP was able to arrange presentations on behalf of Vietnam veterans at the headquarters of 22 of the largest employers in Connecticut. These personal approaches resulted directly in the hiring of at least 53 veterans.
- ° Idaho established small group "affirmative action" teams to meet with employers face-to-face.
- ° The Illinois WLP has taken several approaches:
 - (1) The Illinois WLP has instituted employers' seminars to explain the various incentive programs available to them in connection with the hiring of Vietnam veterans. Initiatives such as this have the additional advantage of publicizing the WLP in the corporate community and having a multiplier effect among employers. The purpose of the seminar was to acquaint these employers with the veterans employment program and to educate them on the benefits of Targeted Job Tax Credit program (TJTC) and the Emergency Veterans Jobs Training Act. The responses have been positive. Several of those who attended have promised jobs when they become available and many said they would host a seminar at their facility.
 - (2) On October 28, 1983 the Illinois WLP initialled a proposal with the Illinois Central Management Service, a state agency with 160,000 job titles identified. Under the terms of the agreement, the state promised to hire 50 veterans for every 100 people hired. Each eligible veteran must be given an interview prior to a nonveteran. If a non-veteran is hired, the non-veteran must have educational training, past work experience, and job-related personal attributes the veteran does not possess. If not hired, the veteran now requests from the state the reasons for not being hired. These reasons must now be clear, pertinent and relevant. In the past a form letter was sent that did not adequately express why the veteran was not hired. A similar agreement on hiring veterans was also secured with the Secretary of State.
- ° The San Diego WLP aimed its employment efforts at persuading employers to become involved in training and employment programs for veterans.

The WLP's persistence was rewarded when it secured the commitment of a local helicopter construction company to employ veterans through the EVJTA. The company has hired over 90 veterans thus far.

- ° The South Carolina WLP has achieved considerable success in placing Vietnam veterans in career and long-term employment positions at the median income level or above. Primary reasons for the success of the program are the close coordination with career development centers throughout the state, an open-door policy which provides individual counseling, and the support of the American Legion and Board of Advisors in insuring emphasis on veterans being employed.

Many WLPs have started to refer veterans to job services. One example is the National Job Bank, which has a list of hard-to-fill jobs available in states across the country. These jobs are listed with state and local job service offices throughout the nation. Many of the jobs require advanced training, college degrees and extensive experience. Any qualified job seeker may apply for any job listed. There is no fee to either the job seeker or the employer. There are 3,000 jobs listed in the job bank which is updated monthly. Anyone may obtain a computer printout of the job bank from the local job service office.

Once the assessment of services available to the veterans was made, each new WLP determined the extent to which it would directly involve themselves with employment. In some cases, the existing services available were comprehensive and effective enough to warrant the WLP only making referrals. In other cases, WLPs incorporated themselves more actively into the employment process and performed to varying degrees the functions of job service agencies with a few programs augmenting their staffs with an employment specialist.

A notable achievement was a service that the WLP offered to "pre-screen" candidates for corporations that want to hire Vietnam veterans. Through established employment and training programs across the country with whom WLP cooperates, Vietnam veterans are able to receive at no cost required assistance in interest and attitude testing, career counseling, resume preparation and interviewing techniques, and the development of interviews with receptive employers. The following examples illustrate the range of techniques being used:

- ° The national WLP has taken several steps to improve a candidate's status in a job-interview, pre-screening process. Among the contributions which the NVLP has made to resolving the problems of veterans' unemployment are the advocacy of legislation to revise upward the credit noncommissioned officers are given in the federal personnel handbook for their supervisory experience, assuring affirmative action for veterans in IRS employment, and developing and disseminating brochures and guides for the implementation of the EVJTA. Currently NVLP is seeking DOL approval and support for a system to integrate the EVJTA into CompuServe, a nationwide computerized employment vehicle, which could be linked to the WLP network. The NVLP also has demonstrated pilot projects on how to pre-screen candidates for jobs with the IRS and with the Marriott and Southland Corporations.

- ° The Arkansas WLP has developed a comprehensive employment program which includes implementation of the Emergency Veterans Job Training Act. Initial assistance is provided to include procurement of DD 214's assistance in preparing resumes, and review of military and employment backgrounds. The WLP directs veterans to appropriate counselors in the Employment Security Division with whom the WLP works regarding veterans employment. To increase veterans' chances for employment, a Jobs Coordinator makes contacts with employers. The jobs program is supplemented by providing veterans with a weekly update on jobs available nationally as made available on microfiche by the New York State Department of Labor.
- ° The Hawaii WLP is currently utilizing a mail-out questionnaire and instruction forms to veterans seeking their assistance. With this form, HWLP can determine occupational goals, education/training levels and the quality of service delivered by state and federal agencies to their veterans. The Hawaii WLP office has free use of an IBM computer and letter-quality printer. The computer allows them rapid access and search capability of client skills to be matched with an employer's needs. It also allows screen-prompted interviews to be conducted by a volunteer allowing more time for job development.
- ° The New Mexico WLP was the first program in the state in almost two decades to conduct a special employment program for veterans. The strength of the program has been based on frequent job seminars, screening and forwarding of resumes, and utilization of the media for outreach to the public and employers.
- ° The New York City WLP received a donation of a complete Apple computer system with a variety of software packages. It is valued at more than \$12,000. A Vietnam veteran Vice President of the Computer Factory was responsible for the donation. This will enable New York to automate its job matching system and provide efficiency in administrative capabilities.
- ° The Seattle WLP continues to receive notice of various jobs ranging from unskilled labor to very technical. The main sources are the Sand Point Naval Air Station, the aircraft industry, banking companies, security guard company, some federal positions, and seasonal or part-time positions. They screen clients once jobs are called in then refer most most suitable veterans to those employers. In Seattle, the personnel manager at CX has volunteered to participate in mock interviews with WLP clients, stressing interview techniques, approach and presentation. Don Austin at Tracor Applied Services—volunteered to teach grammar and effective writing skills.
- ° The St. Louis WLP has produced the most successful employment results in the network. It operates a job bank which has placed 597 veterans in the last two years. Having established itself as a job-service agency, the success of the WLP has enabled it to grow to the point where seven fulltime staff members are required to meet the demands of employment applicants. The thoroughness in screening applicants has

enabled WLP to establish an ongoing working relationship with sixty companies—which also attests to the reliability of Vietnam veterans as employees. Recently, the WLP was publicly recognized by the St. Louis Business Journal.

In addition to image enhancement, employment and training, small business development and symbolic support, WLPs work actively in the field of veterans benefits and services through referrals of veterans to existing entities providing services and counseling regarding benefits and services. As was stated in Congressional testimony by Thomas Pauken, Director of ACTION in 1981, the WLP is not meant to be a direct service provider in competition with those already existing. A fundamental step in this process was the establishment of coordination with the VSOs to ascertain the referral assistance currently available to veterans.

Each WLP had to determine the actual extent of employment services being provided and to make recommendations and offer assistance if the services were inadequate. In some cases WLPs entered into written agreements with other veterans service organizations to establish a cooperative, mutually supporting arrangement to maximize job placements. Some steps in this cooperative process include the following:

- ° Obtaining help for veterans to make them job ready, including making referrals to the Veterans Administration and veterans counseling centers as is proper and appropriate.
- ° Encouraging Vietnam veterans to make full use of all government, veteran's organizations, and volunteer programs and resources that aid Vietnam veterans (e.g., VA, HHS, DOL, SBA, DAV, VFW, AMVETS, and the American Legion).
- ° Persuading local institutions to make more resources available for the solution of Vietnam veterans' problems.

Some specific examples of various types of referrals made by WLPs follow:

- ° The Tennessee WLP has referred more than 600 veterans for employment and placed 78 directly through the utilization of a network which includes veterans who are personnel managers of several large companies. Many others have been placed through other agencies to which they have been referred. This approach taps into the "hidden job market" that never gets publically advertised and that can be tapped in a personal contact.
- ° The Illinois WLP has developed an innovative "Handyman" program referring veterans to work that supplements their unemployment compensation by not being penalized for accepting low-paying jobs if no other jobs were available. Economic assistance was also provided through volunteer lawyers providing pro bono legal assistance and obtaining reduced legal fees.
- ° Virtually every WLP in the national network has made many referrals to appropriate agencies and professional personnel regarding Agent Orange Post Traumatic Stress Disorder requests, and other cases in need of help.

The Washington D.C. VWLP is another outstanding example of how the VWLP has assisted in this coordination and referral process. First, it conducted its local needs assessment. It was determined that the most crucial issue facing their local veterans now as well as into the foreseeable future, was that of "career oriented" employment. A large number of veterans within the metropolitan Washington, D.C. area are unemployed, and if employed, they are "under-employed."

Second, the DCVWLP developed a city-wide volunteer network, and is organizing a special information and employment development system for the National Conference of Black Mayors (NCBM), which represents 268 Mayors across the nation. It received employment assistance and helped develop a widely used clearinghouse of information. Based on these types of contacts and services, the DCVWLP has counseled and referred more than 300 veterans to employers and other agencies on a variety of needs.

The DCVWLP reported in September 1984 on six veterans in particular who had been helped and who remained in contact with the DCVWLP. They had been previously unemployed for periods up to two years. Through DCVWLP efforts they were hired in June 1984 by an agency as temporary employees, at salaries averaging \$12,000 annually. By September five of the veterans had been made permanent employees and were scheduled for cash bonuses for excellent work. The sixth veteran also received permanent status, but also eight other job offers. He accepted one with a satellite tracking agency at an annual salary of \$33,000. These veterans, who previously received unemployment compensation, now earn a combined annual wage of \$105,000. These are only a few of the veterans who have been helped by a program that operated on a budget of only \$64,777.

The DCVWLP also consulted with volunteer experts in their local network, and in the national NCBM network on future needs. They reached the following conclusions:

- ° The problem of unemployment and under-employment has been a major issue facing veterans in the DC region, as well as in other regions. The issue remains the same in urban and rural areas.
- ° Greater efforts are needed to reach out to help veterans find career oriented jobs, and to encourage them to take advantage of services and benefits that are available.
- ° An expanded and coordinated effort is needed by those existing agencies that are mandated to provide services to veterans.
- ° All interested parties seemed to conclude that the only immediately viable remedy is one in which a wider acceptance and use of the Emergency Veterans Job Training Act (EVJTA) is achieved.

A MODEL PROCESS FOR HELPING VETERANS FIND JOBS
VIETNAM VETERANS LEADERSHIP PROGRAM

A Need to Promote Self-Help

One of the most frequent, recurring complaints that the VLP network received from unemployed veterans across the country is the "run-around" they get when they seek help finding jobs. Many veterans have given up too soon, or switched to different tactics at inappropriate times. These pitfalls can be avoided if veterans can be made aware of a broader, longer term life-planning process, and if they have supporting, self-help systems working in their daily lives.

The full spectrum of employment, training and veterans services is spread across a patchwork quilt of public and private entities and within separate departments of large organizations such as the Department of Labor, Health and Human Services, Veterans Administration, and state and local human resource agencies. The VLP network has learned its way around this maze in order to provide effective referrals for individual veterans who request assistance. In the aggregate, the VLP network has counselled over 22,000 veterans on topics related to job readiness and employment. In general, VLP's task has been to increase veterans' acceptance and understanding of traditional benefit and service providers and, as appropriate, play a positive role in the coordination of those benefits and services. This task has been performed successfully.

While needed, referrals are not sufficient by themselves to alleviate the complicated problems that under- and unemployed veterans have faced during the past ten years. An understanding of what these veterans go through when unemployed is urgently needed. Programs and services need to be designed so that they in fact retrain and redeploy veterans into society successfully and as quickly as possible in each case. A self-help approach would generate greater results.

A Framework for Helping Veterans Help Themselves

A model of an ideal process is needed that provides a framework to the often complicated and lengthy process that veterans actually go through to find good jobs. Such a model would present points of leverage in the process where something specific can be done in support of the veterans' own efforts. It would enable those who develop programs at federal, state and local levels to design more effective and responsive services that meet veterans' needs. It also can be used to design services for veterans of future wars, should such occur.

The following framework is presented from the point of view of giving direct support to veterans in the way they need it, when they need it, and how they need it. It is not designed to meet organizational requirements or program

criteria. It is designed to reflect a general sequence of events that veterans have gone through from release from active duty, finding a job, getting laid-off or terminated, living on unemployment while searching for another job, getting hired and adjusting to new careers and new requirements. The framework for the general process begins with discharge from active duty and ends when the veteran is actually placed into the right job, moving from point A to point C, as follows:

FRAMEWORK FOR INTEGRATING VETERANS INTO THE CIVILIAN ECONOMY

<u>A</u>	<u>B</u>	<u>C</u>
<u>DISCHARGE FROM ACTIVE DUTY</u>	<u>INITIAL EMPLOYMENT</u>	<u>LONG-TERM CAREER PLACEMENTS</u>
(readjusting, integrating into mainstream society, trying to pick up the pieces of previous civilian lives).	(periods of under- and unemployment without help or support except from family and friends).	(improving job readiness clarifying options, training, developing networks, and landing the right jobs).

The basic task to be resolved in each individual case is deciding how to give support and encouragement to a veteran as he or she moves from Point A to Point C in the generalized process. The ideal time to help is at point A before a veteran is discharged from active service. With Vietnam veterans, help did not come until years after the war. In some cases families and friends and aggressive individuals accomplished the task without help. In other cases employment services were used, which would have helped even more if they had been designed properly. Vietnam veterans are in a situation that is unique in American history—veterans of a lost war and the result has often been isolation, no support, and being classified along with victims and disadvantaged people of society. They more often than not found themselves in entry level, low-paying jobs that had little potential for long-term growth and stability.

The ideal process presented below presents one solution to the problem faced by Vietnam veterans. It is multi-faceted to reflect the type of complex situation that an unemployed veteran faces. It goes beyond conventional skill training, resume writing, and job interviewing techniques. Veterans often need direct support to carry through with retraining, job searches, outplacement and life planning activities. They need help in motivating themselves and in training themselves to a point of "job readiness." The process presented here includes using Vietnam veteran networks, small group support techniques, and an aggressive marketing approach to the task of placing veterans in meaningful jobs with career potential. This approach can be adapted to various organizational settings in the public and private sectors.

Points of Leverage

The following are points of leverage in an overall process at which support can be given to veterans, enhancing their own efforts to place themselves into careers:

° Pre-Screening Procedures

A job bank can be established that consists of employers who hire people and veterans who are looking for better opportunities. Frequent communication with both groups will lead to matching available veterans with job openings. (e.g., by pre-screening candidates ahead of time, and by using letters, telephones, meetings with employers to obtain commitments, job booths, job fairs, publicity, and computer-based job matching software). The rule is to refer to employers only those veterans who may be hired.

° Job Market Information

Factual information needs to be made available to veterans in a timely fashion on jobs that are available in local, regional, state and national job markets. This information needs to be provided by on-site personnel in each region's job service who are already assigned to help veterans and by other sources and networks of successful veterans. Quick response is essential and computers should be used to maximum advantage.

This information service needs to deal realistically with the issues of:

- (1) Relocation to other cities, regions, or states (most people do not know where job openings are over a broad geographic area, and may not want to relocate without help in understanding the alternatives).
- (2) Change of career focus (e.g., a steel worker whose plant has closed may need to pursue another field of work. This can apply to blue- and white-collar workers).
- (3) Lowering expectations during the transition (this may be needed for those veterans who are having difficulty making ends meet and for those who are placed into lower paying jobs).

° Testing and Diagnostic Services

Programs need to be developed such as that being used by the New York City WLP, to take each veteran through a self-assessment training program, to find out what they want, what they have to offer, and

examine strengths and weaknesses regarding skills, work experience and education. Writing and communication skills may need to be improved in preparation for resume writing and interviewing. This is the point where veterans may initiate programs to upgrade their types of discharge from military service and seek entry into various training programs and colleges.

° Supportive Groups and Expert Advisors

A supportive environment is needed for all veterans going through a period of transition or extended unemployment, and veterans can identify readily with fellow veterans. Any appropriate agency can supervise the following types of services in which veterans provide a supportive network of successful people to help others:

- (1) Regular, meetings in a supportive environment - Veterans need to receive help in how to believe in themselves and others and in defining what they want to do with their lives, where they are, and where they want to go. The support may be aimed at making them want to succeed and want to be retrained or relocated in view of their current circumstances. This setting also needs to give veterans a place to discuss whether particular training programs are actually helping or not, and where corrective measures can be taken. Each veteran would become a member of a small support group of six to eight people. Highly trained experts would be needed to organize and manage these groups. A series of speakers and counselors would work with each group, discussing the types of choices veterans face and how people in similar circumstances have succeeded.

These small groups may capitalize on who veterans are, what is available in the job market, and how to get it. This aspect of the program is essential to the success of other longer term training activities, especially in counteracting tendencies of unemployed individuals to give up and drop out of the labor pool altogether.

- (2) Life-Adjustment Training - Life adjustment training includes basic skills regarding appearance, psychological attitudes, behavior and self-presentation. These skills enable unemployed veterans to present themselves more competitively in the market place.

Practical skills and knowledge need to be developed regarding how to live on unemployment benefits, how to obtain food stamps, welfare and help from charitable organizations. Special concerns include coping strategies for personal and interpersonal circumstances. Such skills in daily living often exert a major influence over whether or not a veteran

will drop out of conventional training programs, or give up on job searches.

- (3) Job Readiness Training - This training is designed to bring unemployed veterans to a point of readiness for the market place. It may include a variety of techniques, such as case studies and role playing job interviews. How to take care of one's self in the work place once hired in a new job is another set of skills. Follow-up by supportive people after a veteran is hired is essential.

Video-taped, simulated job interviews can be used. There is a necessity to simulate the entire interview situation with all the members of each support group. During playback, each veteran has a chance to observe and discuss the by-play and interactions of the job interview situation.

Resume writing, portfolio development, letter writing, and use of the telephone for job searches should be included in this part of the training.

- (4) Job Campaign Strategies - Each veteran needs help and small group support as he develops a job campaign strategy for short-term employment and long-term career fulfillment. This includes identifying for each veteran a set of actual options to go after with references and with backing from their support groups (including their families). Individual case work would develop job strategies and techniques that are tailored to each person's circumstances.

A plan for action needs to be prepared that shows each veteran how to take advantage of personal strengths and career opportunities, and how to take longer term steps to cope with or overcome weaknesses. For veterans wanting to start their own businesses, guidance is needed for establishing and operating small businesses.

° Referrals and Outplacement Services

A variety of referral and outplacement techniques need to be used to place veterans into new jobs and careers:

- (1) Certification of Training and Documentation of Education - The successful completion of all training and educational programs needs to be certified and clearly documented, especially if regular "degrees" are not issued. Certification establishes proof of training and education for prospective

employers. This is a critical factor in many retraining and placement cases, especially those in which unemployment extends beyond the end of a training period.

- (2) Long-Term Strategies for Obtaining Additional Training and Education - Referrals need to be made for those veterans wanting to return to school for longer term objectives. Many may wish to pursue advanced study at business schools, colleges or universities of their choice.
- (3) "Job-Finder" Clubs - "Job-Finder" clubs are very effective when organized for people sharing similar occupational objectives. Joint job searches are conducted, and those who find jobs are then asked to those who still have no jobs.
- (4) Using "Hidden Job Market" Networks - Use fellow veterans' networks to tap into the so-called "hidden job market" - the high percentage of jobs that are not advertised publicly. This includes local employment services and private-sector recruiters, as well as organizations such as the leadership program, veterans services organizations, and their combined interpersonal networks.
- (5) Follow-up Activities on Job Searches - Someone needs to follow-up with veterans at regular intervals (up to 18 months after a veteran enters a supportive process). Advice can be given on how to persevere in job campaigns, and in how to follow up and use newlyacquired skills. This element is also aimed at the weakest link in conventional training - retention of skills and follow-up after placements are made.
- (6) Repaying the Program for Help Received - Veterans who are retrained and find jobs in turn need to become a part of the outplacement network. They can repay the program by helping other unemployed veterans find jobs.

The self-help approach presented here compliments the approach that has been developed within the Veterans' Administration to treat the veteran as a "complete entity." Ira D. Scott's Words, as Director of the Veterans Administration Advisement and Guidance Service in 1946 and published in an article in "The American Psychologist," are still relevant today:

"The purposes expressed and implied in the Federal laws establishing the programs of vocational rehabilitation, and education and training for veterans...require that each veteran be counseled as a person regarded as a complete entity with reference to his needs..."

The model process described here adds the crucial dimension of social support systems to the spectrum of veterans' needs. Such support is needed by those veterans who have less than fully supportive families, friends and networks.

In summary, upon their discharges beginning in the 1960's, Vietnam veterans should have been able to receive, at minimal or no cost, assistance in self-assessment and aptitude testing, career counseling, resume preparation, interviewing techniques, and development of actual interviews with receptive employers. Help should have been given in starting up businesses. The cost to society would have been repaid many times over in terms of having improved the productivity and social contributions of 9.0 million veterans. The general type of process presented here can be adapted to help Vietnam veterans and can be adapted also in the future to meet the needs of subsequent generations of American veterans.

A PROPOSAL TO CREATE A NATIONAL COMPUTERIZED
EMPLOYMENT AND TRAINING NETWORK

The Vietnam Veterans Leadership Program is analyzing the feasibility of developing a comprehensive interactive employment and training data base. As proposed, it would apply modern technological methods on a national network level to help implement job programs more effectively and alleviate the problems of dislocated and displaced workers.

Partnerships Data Net, a not-for-profit "network of networks," in cooperation with the Vietnam Veterans Leadership Program, has acquired all the necessary resources to implement the national job bank and career assessment system. The system will maintain lists of available unemployed or underemployed veterans, job and training vacancies, national data bases and employment codes, and will provide an expeditious means of matching the qualifications of veterans with employer requirements and job opportunities.

° System Characteristics

As proposed the system has been following characteristics:

- (1) The system would be nationwide, regional and local in scope linked together interactively by CompuServe mainframe computers. The systems would link VVLPS in a nationwide network and give them access to critical lines of communications and information in the labor market.
- (2) Employers do the actual hiring. The computer would provide a bank of qualified applicants to choose from quickly and simply. The system in specific instances of use could reduce the time necessary to process paperwork, exchange information, market programs such as the Emergency Veterans Job Training Act (EVJTA), develop jobs, post listings and other operations from a matter of weeks and days down to a matter of minutes.
- (3) The veterans job bank would have the following capabilities:
 - Assess a veteran by education, past work experience, military training and experience, and/or aptitude tests and match that veteran to an appropriate occupation or occupations out of 12,300 occupations defined in the Dictionary of Occupational Titles.
 - Match civilian and military occupations, training and work experience to industries and specific employers that would employ those occupations. The system will have information supplied by Dun and Bradstreet on five-million employers.
 - Assist veterans affirmative action programs required by Section 2012 of Title 38 by listing all suitable openings by Federal contractors and subcontractors.

- Develop good career opportunities in large segments of the private sector traditionally not accessed by federal employment and training programs.
 - Enable private-sector employers to post job openings directly to the computer.
 - Match employers and employees to special programs such as the Emergency Veterans Job Training Act (EVJTA).
- (4) The following users would have access to the system:
- The Job Service's Local Veterans Employment Representatives and Disabled Veterans Outreach Program personnel.
 - The Veterans Administration's rehabilitation counselling offices as well as Vet Centers and VA regional offices.
 - The Vietnam Veterans Leadership Program.
 - Any public or private-sector employer with computers and modems. The system will make it far easier and faster for employers to post jobs and receive qualified applicant referrals than current job service practices.
 - Veterans Service Organization service officers.
 - Military recruiting and separation points.
 - Educational institutions.
 - Security is an integral element of the system and access will be controlled in several ways. CompuServe is currently maintaining far more sensitive business, credit and banking information on its computer network.
- (5) The following are currently participating in the development of the veterans job bank:
- Partnerships Data Net (PDN). The PDN is a 501(c)(3) not-for-profit organization whose mission is to facilitate and to implement partnerships between the public and private sectors addressing areas of national concern. Organized in part by the White House Office of Private-Sector Initiatives, PDN is intended to be a network of networks. Its membership includes the National Association of Manufacturers, the National Association of Associations, and the Young Presidents

Organization, as well as federal, state, and local governments and civic and community organizations. The job bank will fall under the overall umbrella of PDN and will involve the active participation and interaction of much of its membership through computer linkages.

- The Vietnam Veterans Leadership Program (WLP). The WLP will use its network of successful Vietnam veteran volunteers to market the computer network to the private sector and to develop employment and training opportunities using the system. The WLP, in certain instances, will also counsel, prescreen, and provide supportive services to veterans participating in the job bank.
- CompuServe. Partnerships Data Net has a contract with CompuServe Incorporated. CompuServe has the nationwide telecommunications network, computing services, software and other resources to implement the system rapidly. Using CompuServe's network services, all parties participating in the program can do assessments, exchange information, post jobs, and match veterans with employers by using a wide variety of local computer terminals, micro-computers with modems or mainframes.
- PESCO Data Base. The System will use the PESCO (Progressive Evaluation Systems Company) data base which contain all 12,375 occupations defined in the federal government DOT (Dictionary of Occupational Titles.) Each occupation has a narrative description of the occupation as well as the occupation broken down into specific tasks which can be used as a training outline. Each occupation contains information on the educational level required, physical demands, temperaments, and aptitudes required as well as the length of training and type of training required to become proficient in the occupation.
- Dun and Bradstreet. This firm is the largest compiler of business information in the world. The D and B data base contains information on five-million American employers. The job service accesses only about 10 percent of the employers in the country. The D and B data base will identify almost every employer in the country and the major occupations they employ facilitating highly targeted job development to the vast segments of the labor market unreachable by other Federal employment, training and placement programs.

- Booz Allen and Hamilton, Inc. This firm is one of the Nation's largest management consulting firms, which has developed the MOS to DOT cross walk under contract to the Department of Defense and the National Occupational Information Coordinating Committee. This data base correlates 8,000 Military Occupational Specialties with over 1,000 civilian occupations. This will enable recently separated servicemen to make the maximum use of their military training and experience in obtaining a civilian job.
- The Commerce Business Daily. A computer program—CBD Online—contains all the information in the Commerce Business Daily including federal procurement requests, and federal contractors. Using this data base, the job bank can identify federal contractors subject to affirmative action requirements for veterans. It can match veterans with the occupations that specific contractors are likely to employ. The system can notify veteran-owned small businesses of federal procurement requests.

(6) The training required to run the system would be minimal. The system is "user friendly" requiring one day or less for orientation. Extensive documentation and help commands would assist people in using the system.

° Coordination with Existing Systems

The FDN proposal is for veterans initially. The Department of Labor's Veterans Employment and Training Service has specific mandates to serve veterans under Chapter 41 of Title 38 Section 2003: "assist in securing and maintaining current information as to the various types of available employment and training opportunities including maximum use of electronic data processing and telecommunications systems and the matching of an eligible veteran or an eligible person to a particular qualification for an available job or on the job training or apprenticeship programs for such veterans and persons."

By fulfilling statutory responsibilities exclusively for veterans and insuring critical quality control, employers will be more likely to post good career opportunities for veterans than they would if the system were open initially to all clients. The appropriate careers for the majority of unemployed and under-employed veterans are often very different than the low-paying, entry-level jobs traditionally available through federal employment, training, and placement systems.

All the resources to develop a comprehensive national job bank and assessment system already exist in the private sector. There is no need to reinvent the wheel. The FDN proposal has brought together the existing state of the art resources. If the Department of Labor were to develop the resources currently available for the FDN proposal, it would cost \$10 to \$20 million. CompuServe

state of the art resources. If the Department of Labor were to develop the resources currently available for the HDN proposal, it would cost \$10 to \$20 million. CompuServe is the leader in computer systems networking and electronic information exchange, and the Dun and Bradstreet employer data base is worth \$18 million alone. The MOS to DOT data base was developed at a cost of \$2.3 million.

The system can be on line and running, contingent on funding commitments, at a start-up cost of \$250,000. The Partnerships Data Net system will be more comprehensive than any system yet envisioned by the Department of Labor.

Actual operational costs depend upon the number of users. Connect time will run \$15 to \$20 an hour per terminal. There are fixed annual costs for storage and leasing the PESCO and Dun and Bradstreet data bases. HDN estimates the first year cost to be \$1.5 to \$2 million based upon more than 100 simultaneous users 5 days a week 12 or more hours a day. These rates are less than what the government pays for many computing services and is competitive with what the government is paying for long distance telephone services.

Another factor reducing costs is that many of the proposed end users already have the necessary equipment. VA regional offices have IBM PCs which can be used. Most businesses now have computers which can be networked with the job bank to post job openings and obtain information on available veterans. Some job service offices already have terminals, modems, micro computers or mainframes that can be networked with the system. A good terminal, printer and modem can be purchased for under \$2,000. The necessary equipment can be leased for less by job service offices or others who do not wish to purchase hardware at this time. Most of the equipment on the market that can be used for the job bank will not become obsolete for that purpose for more than a decade.

No job service office would be required to participate in the system unless it chose to. The cost of equipment and computer time, for example, could be funded through the \$7.2 million available to states and cities under Title IV C, Veterans Employment Programs in the Job Training Partnership Act. The VA's participation in the job bank can be funded through existing appropriations in the FY 85 budget.

The proposed system would not replace the Department of Labor's job services with a computer. The system, if developed and used, could substantially enhance the quality as well as the quantity of employment training and placement services provided by the job service to veterans. All required management information requirements, for example, could be downloaded from the HDN-CompuServe computers to DOL management information computers, where it would be available for DOL reporting requirements.

In response to pressure to establish a national job bank, the Department of Labor is currently using a computer in Albany, New York. Each state with some time delay (about 2 weeks) provides a computer tape of jobs and applicants it cannot fill locally to Albany. The computer makes potential matches and another tape is sent back to the state. Since about 20 states have computer capability, the other states receive printed copy or micro fiche. States then determine the best match and notify the applicant. The process can take up to thirty days and by that time most of the job openings have been filled.

Under the proposed veteran national job bank, a state or local office which cannot fill a job locally can key in a national search command and be provided a list of qualified applicants who are willing to relocate. The entire process will take about 30 seconds and will be very simple.

HIGHLIGHTS OF TECHNIQUES BEING USED TO RAISE FUNDS

Five WLP's were successful in raising \$356,500 in private sector cash donations using special events. This is a relatively conservative total estimate as other private fundraisers were being conducted but due to time constraints are not presented in this report. These five WLPs' activities were as follows:

- Los Angeles

Sponsored a black-tie dinner with special guest General William Westmoreland, U.S. Army (Ret.). Also invited were several prominent movie stars. They charged \$200 a plate or \$2,000 per table and netted \$135,000.

- Louisiana

Louisiana sponsored a Luncheon featuring General Westmoreland. They also organized a Memorial Day Luncheon at Jefferson Downs Race Track and a 10K Classic race. These three events netted \$94,500. In addition, the LVVLP raffled a Mercedes Benz Tourer, hosted the premiere of a Clint Eastwood film, "Tightrope", and implemented a direct mail solicitation. They sold posters, T-shirts, dog tags and also received a grant from the Department of Labor.

- Tennessee

This WLP took the direct approach and made presentations to chief executive officers of various corporations and veteran organizations along with selective mailings. As a result, they raised a total of \$81,000.

- Buffalo, New York

Two separate concerts provided the basis of this organization's successful fundraising effort. One was with comedian Mark Russell, the other with a popular musician. Then Buffalo sponsored a celebrity golf tournament, and finally a wine and cheese party, bringing their total to \$41,000.

- Vermont

The WLP in Vermont needed over \$65,000 to build their memorial. They collected only about \$5,000 in cash, but because of an excellent effort to have goods and services donated (\$6,000 worth) they were able to meet their goal.

The following is a list of WLP fundraising events by category:

• GRANTS

Federal: Louisiana, Delaware, New Mexico, Maryland, Kentucky,
Niagara Frontier, Seattle

Corporate: Hawaii, Niagara Frontier

State: Georgia, Hawaii, Niagara Frontier, New Jersey, Alabama,
West Pennsylvania

• DIRECT SOLICITATION

Vermont	Tennessee
Buffalo	Kentucky
Northern California	Georgia
Alabama	Missouri
Louisiana	

• SPORTS

Louisiana - 10K Race
Idaho - Pool Tournament, Bowling Tournament
West Pennsylvania - Golf Tournament
Niagara Frontier - Golf Tournament, Baseball Game
(percentage of tickets)
St. Louis - Race
Hawaii - *Softball/Magnum PI Cast
San Diego, CA - *Bicycle Fun Ride/San Diego Padres
Colorado - *10K Race and Veterans Day Horse Race Track
Arkansas - Air Show

• GIFTS & SERVICES IN-KIND

Louisiana	Northern California
Kentucky	Vermont

• LUNCHEONS, DINNERS, DANCES

Louisiana (Memorial Day)	New Mexico	Portland
Arizona	Illinois	Seattle
Arkansas	Nebraska*	New Jersey
St. Louis*	Niagara Frontier	Kentucky
Iowa	Colorado	W. Pennsylvania
Idaho		
Los Angeles		

- CORPORATE FEES (Employment Service)

Georgia

- CONCERTS

Buffalo (2) - Comedy and Jazz

New Jersey

Colorado

South Dakota

- MOVIE PREMIERE

Louisiana

- RAFFLE

Louisiana (car)

Northern California (cars)

Vermont

- CONCESSION STANDS

Florida (at Orange Bowl game)

Minnesota

Louisiana (at 10K race)

- POSTER SALES

New Mexico

Louisiana

- VETERANS ART FUND

Florida (Veterans' art sold for percentage of proceeds)

- UNITED WAY

Northern California

Arkansas

- COMBINED FEDERAL CAMPAIGN

Hawaii

Note: * Indicates a planned event

MODEL BUDGET FOR LEADERSHIP EMPLOYMENT PROJECTS
(STATEWIDE COVERAGE)

The following model program budget may be utilized in the establishment of future WLPs or related projects. This model has been developed from observing the evolution of the 47 existing programs. It supports a program that provides a comprehensive range of economic and employment services to Vietnam veterans, and participates also as part of a national network. Included following the budget is a general, but not all-inclusive, description of staff responsibilities.

° MODEL ANNUAL BUDGET

(1) Personnel Salaries

Executive Director	\$27,000	
Employment Specialist*	24,000	
Small Business Specialist*	24,000	
Administrative Assistant	18,000	
Secretary/Bookkeeper	15,000	
Total Salaries		\$108,000

* (To reduce the total budget, these positions could be combined with that of the Executive Director if he is qualified, with an increase in salary to \$32,000).

(2) Fringe Benefits

22% of Salaries	23,760
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(3) Consulting

(Legal, audit, program development)	10,000
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(4) Travel

Local and State (200 miles/, month at 20¢/mile)	480	
Meals and lodging (14 days at \$75/day)	900	
Out-of-State (4 trips at \$500 each)	2,000	
8 days per diem at \$75/day	600	
Total Travel		3,980

(5) Equipment*

Standard office equipment (desks, chairs, file drawers)	1,500	
Maintenance contracts	1,000	
Total Equipment		2,500

* (It is assumed that WLP will be able to obtain a computer and copying machine services for free or at minimum cost).

(6) Supplies

\$20/employee/month		1,200
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(7) Communications

Telephones		
Installation of 3 phones with 2 lines	750	
Monthly telephone bills (\$250/mo.)	3,000	
Answering machine	150	
Printing (Brochures, billboards, etc.)	3,000	
Copying	1,000	
Total Communciation		7,900

(8) Space

500 sq. ft. x \$15/sq. ft./yr		7,500
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(9) Volunteer Support*

Recognition	1,000	
Travel and Lodging for trips made to network conferences	2,500	
Insurance	300	
(Assuming 20 active volunteers)		
Total Volunteer Support		3,800

TOTAL BUDGET

\$168,640

° GENERAL STAFF DUTIES

The following general staff duties would be expected at minimum for the budgeted operations described above:

EXECUTIVE DIRECTOR

- (1) Responsible to Board of Directors for overall performance of staff duties.
- (2) On behalf of Board of Directors, directs other staff members in implementation of program operations and accomplishment of program goals.
- (3) Represents the WLP in active outreach to all organizations supporting or acting in coordination with WLP.
- (4) Organizes and directs volunteers in the accomplishment of program goals in employment, small business, public relations, and veteran referrals.
- (5) Assures daily updating of WLP participation in national network, and documents in writing all accomplishments to be used later for network fundraising and public relations purposes.

EMPLOYMENT SPECIALIST

- (1) Establishes an employment outreach program to veterans and employees to insure maximum utilization is made of available employment assistance programs.
- (2) Coordinates with and becomes members of organizations established to serve Vietnam veterans or operate employment and training programs in the state.
- (3) Operates and maintains computerized data bank for local and national application.
- (4) Provides personal assistance to veterans as a priority, as necessary.

SMALL BUSINESS SPECIALIST

- (1) Serves as a source of updated information on small business development and management opportunities.
- (2) Coordinates with other organizations to organize and conduct seminars on how to obtain financial assistance.
- (3) Provides personal assistance as necessary.
- (4) Joins, or takes the initiative in organizing, a Veterans Business Resource Council.

ADMINISTRATIVE ASSISTANT

- (1) Assists the Executive Director, and Employment and Small Business Specialists in the performance of their duties.
- (2) Acts as initial contact for veterans coming into the office.
- (3) Coordinates with the Secretary/Bookkeeper to insure office records and accounting procedures are current and correct.

SECRETARY/BOOKKEEPER

- (1) Perform normal secretarial duties.
- (2) Maintains the financial bookkeeping system, prepares vouchers and checks and obtains the necessary signatures and delivers or mails checks.
- (3) Assists other staff personnel in providing personal assistance to veterans by maintaining filing systems.

THE LEADERSHIP PROGRAM

REPORT ON GOALS AND PRIORITIES FOR THE NEXT FIVE YEARS

(Results of the Chicago Conference)

Promulgated by Participants
In the Leadership Program, Inc.'s Chicago Conference
On Long Range Strategy and Planning
June 23-24, 1984

June 24, 1984

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P R E F A C E

The leadership Program received its initial three years of funding beginning in 1981 from the federal government as a demonstration program under the ACTION agency. As of May 1984, 5,233 Vietnam veteran volunteers have stepped forward to help their fellow veterans, and to introduce a new and positive image of Vietnam veterans to the American public. This work has been accomplished under the sponsorship of 47 local, WLP non-profit corporations that are located in 41 states. These volunteers have devoted 318,944 hours of unpaid work on leadership projects. They have created hundreds of news items and media events that shed new and welcome light on what Vietnam veterans are doing in America. One measurable result of their work is the placement of 2,589 veterans into jobs, most of which have career potential that is typically unavailable through government programs. These WLP volunteers operate their own boards of directors and work in cooperation with local community advisory boards.

On March 3, 1983, the WLP held a national training conference in Washington D.C., to discuss, among other things, progress to date and to decide what to do when ACTION funds end on September 30, 1984. They unanimously agreed to keep their new national network together, to establish a national non-profit corporation and put it into operation to achieve that end. Further, they agreed to adopt a broad leadership focus for the network and to work to place Vietnam veterans into leadership positions at all levels of society. They also agreed to share information to help each other with job and business opportunities.

On June 23-24, 1984, the newly formed Leadership Program, Inc., sponsored a national conference in Chicago, Illinois that was devoted to spelling out the long range strategy and planning for the WLP network for the next five years. The broad task was to identify a variety of ways in which Vietnam veterans can be of greater service to American society in the future. Dr. James "Bo" Hardy, a professional organization development consultant, was retained to conduct the two-day, decision-making conference. Dr. Hardy involved all participants in a structured process that achieved consensus on the goals and priorities of the organization. This report presents the statement of goals and priorities that achieved consensus among participants at the Chicago Conference. It is being disseminated throughout the network to be used to guide and structure funding and program development efforts that the 47 local non-profit corporations are making as they move from the public sector into the private sector.

A. 1989 OPERATIONAL GOALS AND EXPECTED OUTCOMES

I. PROGRAM GOALS

By 1989, the VWLP will have demonstrated a nonpartisan patriotic commitment to the American spirit, provided leadership and service at all levels of society, and assisted Vietnam veterans in living full and productive lives through:

- 1.1 Ensuring leadership participation by Vietnam veterans in all aspects of our society;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) A significant number of VWLP board members maintain membership in at least one veterans service organization;
- 2) Fifty percent of VWLP board members, at a minimum, serve on the board of some community organization;
- 3) Numerous individual volunteers help others in attaining significant positions of leadership in civic and national affairs;
- 4) National headquarters conducts periodic leadership seminars for Vietnam veterans.

- 1.2 Providing programs and services to meet community needs;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) Program services are implemented which address the needs of the veteran community;
- 2) Programs and services are developed to deal with other-than-veterans' needs;
- 3) VWLP volunteers have achieved individual leadership roles in community service projects;

- 1.3 Developing effective employment programs;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) There is an increase in the permanent level of employment in the public and private sectors;

- 2) There is a national network of employers, jobs, and training opportunities;
- 3) When the veteran's ability to get a job and/or to upgrade to fullskill level is improved;

1.4 Assisting Vietnam veterans in developing and improving business ventures;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) WLP has in place a self-funding Small Business Development unit which will:
 - Provide educational programs and loan counseling services.
 - Act as liaison with SBA and SBDCs and other agencies
 - Seek all sources of small business investment capital.
- 2) WLP has in place a national veterans business network;
- 3) WLP has in place a Vietnam era veterans MSBIC capitalized privately at \$7,000,000.

1.5 Enhancing the public's perception of the Vietnam veteran;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) The Vietnam war experience is being presented in a factual and comprehensive manner in schools and universities;
- 2) Positive media references significantly outnumber the negative;
- 3) Publication and production of materials emphasizing positive values and experiences of Vietnam service reach the general public;
- 4) Vietnam veterans are perceived as the primary source of leadership and stability in the community;

II. ORGANIZATIONAL GOALS

By 1989, the Vietnam Veterans Leadership Program will have developed a strong network to work closely with appropriate public and private institutions to achieve its program goals through:

- 2.1 Developing an interdependent organization of strengthened and expanded local units consisting of individual volunteers, and an effective national office;

This goal will be satisfactorily achieved when:

Expected Outcomes

- 1) The network includes at least one unit in each state;
- 2) One hundred units have been established nationwide;
- 3) A national office is operational with designated staff members in each of the following operational areas;
 - Public Relations
 - Business
 - Employment
 - Communication
 - Finance
 - Volunteer Development

- 2.2 Conducting a public information effort that secures favorable media coverage;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) The national office has established a full-time staffed public information position;
- 2) The network has developed, produced and disseminated a public information strategy based on a single, unified theme and designed to be used by all elements to reach the public through all appropriate avenues; and
- 3) The network has produced and disseminated materials necessary to implement the strategy.

- 2.3 Providing accurate, rapid and comprehensive exchange of information among units and individuals;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) Each WLP has the resource material necessary to accomplish the network's program and operational goals;
- 2) Information is received by each WLP in a timely and organized manner;
- 3) A communications system is able to establish a national clearinghouse accessible to all WLPs and when all WLPs can directly interact/access each other;

III. RESOURCE GOALS

By 1989, the Vietnam Veterans Leadership Program will have adequate resources to achieve its program and organizational goals through:

3.1 Establishing coordinated local and national fund raising programs;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) The network has established a financial resource base of \$3.5 million per year for operating costs for corporate and local offices;
- 2) The network has implemented an established fiscal management system for collection and disbursement of funds;
- 3) The network has established a fund raising program including for-profit venture and endowments to insure the continued development of the Financial Resource Base;
- 4) All fund raising is coordinated by the National Office.

3.2 Expanding the volunteer network by recruiting successful Vietnam veterans and other supporters;

Expected Outcomes

This goal will be satisfactorily achieved when:

- 1) Lead volunteers in each community or region are capable of maintaining the local network and coordinating with state and national networks;
- 2) Local and national advisory boards consisting of leaders of veterans service organizations and other distinguished veterans and community leaders have been established;
- 3) There exists a local and national interagency coordinating board to act as liaison and information source to assure full knowledge and understanding of existing and proposed items affecting veterans.

B. SUGGESTED CHANGES TO GOALS STATEMENT THAT DID NOT ACHIEVE
CONSENSUS, AS NOTED BY DR. JAMES HARDY ON June 24, 1984

- 1.1 Leadership. (2) Suggestion to include the word "suggested" with regard to this expected outcome.
- 1.2 Community Service. Suggested that # 3 be deleted on the grounds that it is subsumed under Item 1.1.
- 1.3 Jobs/Employment. No change
- 1.4 Business Development. Goal statement was accepted as originally written: "Assisting Vietnam veterans in developing and improving business ventures."
- 1.5 Vietnam Veterans' Image. (1) Suggestion to delete "schools and universities" to apply across the board. another suggestion would modify 1.5 (4) to "Successful Vietnam veterans..."
- 2.1 Organization. No change.
- 2.2 Public Information. (2) "Search and Employ..." was suggested as a public information theme.
- 2.3 Communications - Internal. Add as an additional expected outcome: "when direct access to government agencies has been legitimized." it was understood that no consensus existed on this addition and that the suggestion needed to be more clearly stated.
- 3.1 Funding. Expected outcome #4 appears to be a duplication of the goal. An additional suggested outcome may be needed to deal with the issue of local autonomy and maintenance vs. nationwide coordination, to benefit all parties.
- 3.2 Volunteer Network: No change. The discussion group spokesman pointed out that the word "Vietnam" veteran should remain in the goal statement - they did not know who had crossed it out on the wall worksheet.

C. OPERATIONAL GOAL WEIGHTING SHEET **

	<u>Percent</u>
1) Financing	22
2) Jobs/Equipment	12
3) Organization	11
4) Business Development	10
5) Leadership	9
6) Communication - Internal	9
7) Volunteers	8
8) Vietnam Veterans' Image	7
9) Public Information	6
10) Community Service	<u>6</u>
TOTAL	100

** Based on written survey of conference participants at the end of the last day. These rankings reflect participants' collective judgement on where the most resources should be allocated during the first year of the Leadership Program, Inc.'s operations (October 1984 to September 1985).

D. PARTICIPANTS IN THE LEADERSHIP PROGRAM'S FUTURES PLANNING
CONFERENCE - CHICAGO, ILLINOIS, JUNE 24, 1984

Aldstadt, Dave	Ohio	Hardegen, Jim	Arizona
Alexander, Karol	Boston	Hartin, Tom	Dallas
Bellizi, Ralph	Colorado	Jayne, Bill	National Office
Blanchard, Dave	Miami	Jones, Ralph	Idaho
Carlisle, Pat	North Carolina	Kieffer, Bob	Missouri
Comeau, Bob	Maine	Kinard, Bobby	South Carolina
Connell, Gene	Chicago	Landau, Marcia	National Office
Craver, Joe	San Diego	Layer, Ron	Indiana
Cruz, Max	Miami	Lungard, Jim	Kentucky
Cummings, John	N. California	Lindley, Rusty	National Office
Curtis, Pat	Los Angeles	Logan, Don	Delaware
Danehy, Keven	Boston	Maloney, Shamus	Pittsburgh
Davidson, Mike	Louisiana	Markley, Steve	Minnesota
Davies, Al	Arizona	Martin, Terry	National Office
Doering, Gregg	Seattle	Medley, Mike	Mississippi
Ducey, Rick	New Hampshire	Miller, Ron	Georgia
Fagginger-Auer, Bill	Vermont	Moore, Jack	Oregon
Farris, Andy	Georgia	Moorefield, Ken	National Office
Felker, Jim	Iowa	Morehead, Jim	Oklahoma
Federal, Keegan	Georgia	Propis, John	Buffalo
Foster, Doug	Philadelphia	Quillet, Dean	Kentucky
Galbraith, Bill	Utah	Roe, Bill	Alabama
Garceau, John	Orlando	Ross, Steve	New Jersey
Garcia, John	National Office	Ryan, Bill	Louisiana
Gilbert, Gene	New Mexico	Smith, Skip	Chicago
Gilstrap, Pat	National Office	Tanis, Dave	North Carolina
Gitelson, Gene	New York City	Tecklenburg, Bob	Iowa
Goggin, Chuck	Tennessee	Todd, John	Michigan
Grasso, Paul	San Diego	Treanor, Mark	Maryland
Green, Sherman	Dist. of Columbia	Veylupek, Terry	Nebraska
Grigg, Don	Arkansas	White, Carl	Virginia
Gross, Bill	Maine	Wix, Michael	Hawaii
		Yates, Jerry	National Office